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FINANCIAL TIMES TUESDAY NOVEMBER 20 1990

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EUROPEAN NEWS

Yeltsin attacks Gorbachev's union rule plan

By Leyla Boultton in Moscow

RUSSIAN President Boris Yeltsin said yesterday that Mr Mikhail Gorbachev's emergency plan for an overhaul of the Soviet government did not give enough power to the country's constituent republics.

"Everything is based on strengthening the centre," he said. "I am convinced that this will not improve but will worsen the situation in the country."

Significantly, however, Mr Yeltsin, whose support is crucial to the Soviet leader, fell short of rejecting the plan, saying it needed to be studied "attentively".

The proposals, approved by the Soviet parliament on Saturday, have yet to be put to leaders of the 15 Soviet republics. Mr Yeltsin told Interfax news agency that Mr Gorbachev had

not consulted republican presidents before unveiling them.

It is likely however that the republics' leaders will be consulted later this week once Mr Gorbachev returns from Paris. Mr Leonid Kravchuk, the president of the Ukraine, the country's second biggest republic, yesterday gave a cautious welcome to the plan. But he said that its success would depend on its fine print.

President Kravchuk and Mr Yeltsin spoke in a joint interview shortly before signing a bilateral co-operation treaty between the two biggest Soviet republics. Republics throughout the country have been busily concluding direct economic and political agreements in an attempt to shake off centralised rule from Moscow.

Mr Gorbachev suddenly announced the planned shake-up after an extraordinary parliamentary session on Friday, at which republican leaders accused the central government of incompetence and dictatorial behaviour.

Three presidents - Mr Yeltsin and his counterparts from Armenia and Latvia - said an inter-republican committee should take over the main functions of the central government.

The eight-point plan effectively puts the present Soviet government under direct presidential control, with the Council of Ministers becoming the Cabinet of Ministers.

It also gives the so-called Council of Federation, which groups all republican presidents including Mr Yeltsin, the final word on union-wide pol-

icy. Mr Nikolai Ryzhkov, the beleaguered Soviet prime minister, said on Saturday that there was no room for him in the new structure.

But no official announcement has been made clarifying whether Mr Ryzhkov will resign or at least whether his job as chairman of the Council of Ministers will survive under the new scheme.

Mr Alexander Yakovlev, a senior adviser to Mr Gorbachev, said on Saturday that the plan was probably open to further changes. "A search is underway, and I don't think we have seen the final version," he told reporters.

The outcome will depend not on the final verdict of the republics, since the national parliament has already approved the plan.



Yeltsin: fell short of rejecting the plan

Currency regulations go before parliament

By Leyla Boultton

THE Soviet parliament today examines a draft law setting new rules for the use inside the country of foreign and Soviet currency. Just a few months after reopening hard currency stores for Soviet citizens, the government now plans to prevent them spending foreign currency within the country.

The law says its aim is to boost the spending power of the rouble and to establish it as the only legal tender. It also vindicates a warning this summer by an angry Mr Viktor Gerashchenko, head of the Soviet central bank, that the government would have to close the shops again, because they would introduce a competing currency.

The new legislation also declares that the Soviet citizens cannot be paid in foreign currency, even though they can hold it in special accounts for spending abroad.

The draft allows foreigners to hold rouble bank accounts in the Soviet Union, enabling them to reinvest their roubles within the country.

The law does not, however, deal with repatriation of rouble profits.

Portuguese inflation continues to accelerate

By Patrick Blum in Lisbon

PORTUGUESE prices rose by 1.1 per cent in October, bringing the year-on-year increase to 14.4 per cent and the average annualised inflation rate to 13 per cent, according to the National Statistics Institute.

This is the second month in a row that prices have risen by more than 1 per cent. Analysts believe the acceleration of inflation demonstrates the Portuguese economy's vulnerability to rising energy costs and higher oil prices following the onset of the Gulf crisis.

Transport costs - which are most affected by fuel prices - have risen by over 22 per cent compared with a year ago.

More worrying for the government (and less expected) is the continued upward movement in prices of basic foodstuffs and drinks, which now cost 15.4 per cent more than a year ago.

Transport and food are major expenditures for those with low fixed incomes.

Economists foresee annual inflation approaching 14 per cent by the end of the year and doubt that the government will be any more successful with its

10 per cent inflation aim for 1991 than it was with its 10.5 per cent target.

Polish strike called off

BUS and tram drivers called off a week-long strike in the southern city of Krakow yesterday, but Poland faced the threat of large-scale stoppages in the last week of its presidential election campaign, Reuter reports from Warsaw.

Many of the country's 400,000 coalminers and 90,000 municipal transport workers have threatened a day-long strike tomorrow, to demand higher pay, bigger subsidies for transport and an end to state-set prices for coal.

A Solidarity miners' delegation had last-minute talks yes-

Moscow-Helsinki trade may switch to hard currency

By Enrique Tessier in Helsinki

MR Ilkka Suominen, Finnish minister of trade and industry and first vice-president of the Finnish-Soviet trade commission, believes that trade between Helsinki and Moscow could switch from semi-barter clearing to hard currency within a few months.

A Finnish-Soviet trade commission is holding two days of talks in Moscow over the future of bilateral trade and

the arrangements which could replace the antiquated semi-barter system.

The barter clearing system, and the clearing rouble used in accounting bilateral trade, are widely expected to be defunct by the end of this year.

"Since there is a half a year transition period if trade switches to hard currency, this means that clearing trade between both countries will

officially come to an end on June 30, 1991," said one trade expert. The six-month period would take care of any payments which may have been left over in the clearing account from 1990.

Senior Finnish officials talk about switching Finnish-Soviet trade from a clearing to a so-called "escrow account".

This would mean that Helsinki paid dollars to such an

account for Soviet oil. In return Moscow would pledge itself to shop first in Finland for manufactured products.

Helsinki also hopes that after 1990 a trade commission both countries could continue to exist and set out framework agreements for oil imports to Finland. More than 90 per cent of all Soviet barter trade with Finland is dealt in oil.

Finnish exports to the Soviet Union are expected to drop from 14.5 per cent of the export total in 1989 to around 10 per cent this year, falling to as much as 4.5 per cent if trade switches from semi-barter to hard currency. One Finnish official, however, said that if both countries could agree on establishing an escrow account, Finnish exports to the Soviet Union would drop to around 7.8 per cent.

French airline unions threaten stoppage

By William Dawkins in Paris

AIR FRANCE'S decision to close its most unprofitable route has provoked a strike at Nice airport and produced calls for a national strike by airline unions.

The 800 Nice-based staff of Air France, UTA, which flies to Africa and Asia, and Air Inter, the French internal airline, yesterday brought the airport to a near standstill for the fourth day running.

Meanwhile, Air France's unions were meeting in the afternoon to decide whether to respond to a call by the state-owned airline's works council for a general strike, supported by the Communists CGT, as well as the more moderate FO.

white-collar union.

Nice, France's third largest airport, would lose seven international flights and is the hardest hit by the restructuring plans, which come in response to the sharp rise in fuel and insurance costs experienced by the airline industry as a whole. The strikers are calling for the plans to be shelved and for talks on the impact on the regional economy.

Air France has had to cancel all its flights from Nice, though foreign carriers, representing a quarter of traffic originating there, have continued to run services. Air Inter has diverted some of its departures to nearby Toulon.

Union tells Bulgarian PM to quit

By Ariane Genillard in Bucharest

ROMANIA'S former Communist party re-emerged at the weekend, less than a year after the collapse of the Ceausescu regime, in the guise of the Socialist Labour party.

Mr Nicolae Balcescu, founder and vice-president of the new party, said: "The Socialist Labour party has set itself to re-examine the values held by the former Communist party and uphold the positive ones. Specifically, I am referring to the discipline and serious work ethic which existed under Communist rule and is now lapsing."

The newly named party is based on the Romanian Socialist party, which, although created last February, has kept a low profile and played no part in last May's elections.

Romania's Communist party was never officially disbanded after last December's re-election. Officials from the then interim National Salvation Front (NSF) simply declared it had disappeared from the political scene.

The party, with 3.8m members, held the largest membership per capita of all east European countries.

The honorary president of the new party, Mr Constantin Pivaleanu, who is 85 years old, was a leading Communist figure until he was ousted in 1981 for accusing President Nicolae Ceausescu of discrediting the Romanian Communist party. The executive president, Mr Vilu Verdet, was premier under Ceausescu until 1982.

BULGARIA'S independent trade union will call a general strike unless the Socialist prime minister and government resign within a week, union leader Mr Konstantin Trenchev said yesterday, Reuter reports from Sofia.

Mr Trenchev, a leading dissident who heads the 600,000-strong Podkrepa union, has joined opposition leaders in calls for the resignation of Mr Andrei Lukyanov, the prime minister, and his two-month-old government.

"As from today we are ready for a strike and if Lukyanov's government doesn't resign by Monday, the trade union Podkrepa will announce a general strike for political reasons," said Mr Trenchev.

Mr Lukyanov's Socialist (formerly Communist) party swept to victory last June in Bulgaria's first free elections in four decades. But its popularity has waned amid economic stagnation and food and fuel shortages.

Mass street protests were held across the country at the weekend, demanding the resignation of Mr Lukyanov and his one-party government.

Opposition leaders have said they will continue to organise protests until the government resigns. Mr Lukyanov has said he will quit unless parliament approves an austerity budget on Thursday. However, he told Bulgarian television at the weekend that he would not be forced to resign.

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There's a frequent service which

for the SDP will now seek to form a coalition.

For the past three years the islands, a self-governing province of Denmark whose population is about 45,000, have been governed by a coalition of three non-Socialist parties, which collapsed that coalition broke up in October, after failing to agree on over emergency economic policy measures to combat a crisis symbolised by a foreign debt of Dkr8.5bn (st1.4bn), which exceeds the islands' GDP.

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INTERNATIONAL NEWS

Spain in poor state for single market

By Tom Burns in Madrid

OFFICIALS, businessmen and trade unionists debated yesterday on the opening day of a Financial Times business conference here the tough strains that Europe's single market will impose on a Spanish economy that is characterised by a weak export sector and a wide spread lack of competitiveness.

Mr Jaime Echevarria, chairman of the food casings group Viscofan, which is one of the few domestic companies that trade successfully abroad, pointed out that Spain's reduced volume of exports had caused a widening trade gap that had made Spain's commercial deficit the highest among OECD nations in per capita terms and in relation to the gross national product.

The conference, organised jointly by the FT and the Madrid business newspaper Expansion, was told by Mr Rafael Garcia-Palencia of the EC's directorate-general for competition, that half the domestic GDP could be hurt by the post-1993 commercial framework of the single market.

He said Spain was handicapped by a strong domestic currency as it sought to raise its competitive level by acquiring technology and foreign distribution channels. The point was echoed by Mr Fernando Panizo, under-secretary of state at the ministry, who said the appreciation of the peseta over the past five years against EC currencies had depressed the competitiveness of Spanish companies by 15 to 20 per cent.

Mr Panizo said the total value of foreign companies acquired by Spanish businesses between September 1988 and September 1989 had been \$252m while over the same

•THE MIDDLE EAST

Iran's milder ends force adoption of tougher means

Government by consensus is abandoned as radicals are ostracised, writes Scheherazade Daneshkhah

FOR only the second time, Iran's clerical leadership has abandoned government by consensus in favour of ostracising the more unruly of its members. The move marks the beginning of the break-up of a decade-old system of government.

The first occasion was with the abrupt dismissal in May 1989 of the outspoken Ayatollah Montazeri, heir-designate to Ayatollah Khomeini, the Islamic Republic's spiritual leader until his death last year.

Now some of the men who most threaten the policies of Iran's pragmatist President Ali Akbar Hashemi Rafsanjani have not only been further marginalised but have had their religious credentials humiliatingly thrown back in their faces.

The catalyst was a bitter debate over elections in October to the 32nd Assembly of Experts, which chooses the country's spiritual leader. An apparently obscure theological issue was exploited to the full to provoke a raw showdown between rival groups over the division of power in the Islamic Republic.

Before the elections the government introduced changes in the type of qualifications for candidates to the Assembly of Experts including an exam to determine religious competence — a galling blow to the pride of

the Ayatollahs who have been ruling the country in the name of Islam for more than a decade.

Protests against the changes reached such a pitch in the majlis (parliament) that the live broadcast was suddenly taken off air. Deputies accused President Rafsanjani and Ayatollah Ali Khamenei as successors instead of a three-man council, began to vent their feelings.

Those who failed the exam included the deputy speaker of the majlis, Mr Mehdi Karroubi, the powerful former interior minister, Mr Ali Akbar Mohtashamipour, and MP Mr Saeid Khalilzad, all of whom oppose the government on key policy issues and fall broadly under the umbrella of the radical faction. Others, such as former state prosecutor, Mr Mohammad Khodinha, another radical, refused to take the exam and were automatically disqualified.

In the end, President Rafsanjani and Ayatollah Khamenei won the day, but repeated calls for a huge turnout at the elections resulted in attracting only 1.8m out of Tehran's 10m voting population. Throughout the country, under half those eligible to vote turned out.

One of the most ominous consequences of the row for the government has been the challenge to Ayatollah Khamenei's authority, a problem that never arose when Ayatollah Khomeini was supreme leader. Some of the hardliners, long unhappy with the choice of Ayatollah Khamenei as successor instead of a three-man council, began to vent their feelings.

Mr Khalilzad said in the hardline-dominated majlis: "The revolution does not rest on one person. If at some point they martyr Ayatollah Khamenei, the revolution will not go under and is here to stay."

This provoked Ayatollah Khamenei into warning the majlis to allow "a number of ignorant, careless, angry individuals" to threaten its reputation. "Remarks by some majlis deputies," said Ayatollah Khamenei, "did not sound like remarks made by one of us but by outsiders. Previously we had only heard such remarks made by Radio Israel and the Voice of America."

This showdown with the radicals and those who oppose the Khamenei-Rafsanjani alliance is unlikely to blow over easily, especially if the leadership decides to press on with further measures aimed at curbing the powers of its opponents.

Since its inception after the revolution of 1979, Iran's government has

differed from its historical pattern of a one-man dictatorship. Groups opposed to the Islamic Republic have been ruthlessly eliminated yet, at the same time, the majlis has been an effective debating chamber, albeit within defined parameters.

The late Ayatollah Khomeini was the unquestioned authority but he exercised his monopoly on power passively, allowing men such as Mr Rafsanjani, then Speaker, and Mr Ali Akbar Mohtashamipour, a degree of power unimaginable in Saddam Hussein's Iraq, Hafez Assad's Syria or even the Shah's Iran.

Fearing division, Ayatollah Khamenei backed the different factions equally, leading to legislative deadlock or the execution of conflicting policies. He also resorted to forming new assemblies as a means of arbitration.

The Iranian government now suffers from a plethora of councils and assemblies with overlapping responsibilities. Different factions control the various ministries, again leading to conflicting policies.

Mr Rafsanjani, who became president last year, understands all too well the dangers of this kind of stalemate. The end to the bloody and destructive war with Iraq and a burgeoning population (from 34m in 1979



Shamir: certain to upset US

Israeli PM reopens row over Soviet immigrants

By Hugh Carnegy in Jerusalem

MR Yitzhak Shamir, the Israeli prime minister, has reopened the controversy over the issue of Soviet Jewish immigration and the occupied territories, saying lands captured by Israel in 1967 must be kept "for the sake of future generations, for the big *aliyah* (immigration) and for the Jewish people."

He denied that his statement implied that Soviet immigrants should be settled in the occupied territories — a possibility that has alarmed the Palestinians, Arab states and western governments.

The Palestine Liberation Organisation said yesterday that Mr Shamir's remarks were proof that Israel was pursuing a policy of colonialism.

"Shamir's statement is no more than an affirmation of this colonial policy which violates international laws, the Geneva Conventions and resolutions of the United Nations," Mr Bassam Abu Sharif, political adviser to the PLO chairman, Mr Yasir Arafat, said in Tunis.

Mr Shamir's remarks on Sunday were reminiscent of an earlier speech in which he said a "big" Israel was needed to help accommodate "big" immigration. That speech sparked angry international protests and his latest remarks seemed certain to upset the US and its Arab allies in the Gulf crisis who are all anxious for the Israeli government to refrain from provocative statements and actions.

The Egyptian government yesterday demanded an explanation of Mr Shamir's words, which were sharply criticised by the Israeli opposition Labour Party.

Mr Shamir was addressing a memorial for past Likud leaders. He described the capture of the West Bank, Gaza Strip and the Golan Heights as a "liberation" and said his predecessors left a clear message that "Eretz Israel" from the Mediterranean Sea to the Jordan River must be kept.

Under strong pressure from Washington, Mr Shamir's right-wing coalition has given public pledges not to direct Soviet immigrants to the occupied territories. But members have made no secret of their commitment to further general Jewish settlement of the lands.

Iraqis to deploy 250,000 more troops in Kuwait

By Victor Mallet, Middle East Correspondent

IRAQ said yesterday it was sending about 250,000 extra men to Kuwait to deter the US-led multinational forces in Saudi Arabia from launching an attack to retake the emirate.

The Iraqi decision will bring the total number of troops deployed by both sides to well over 1m. It follows the announcement on Sunday that Iraq will free all foreign hostages between Christmas and March 25 — the three-month period most suitable for any allied assault.

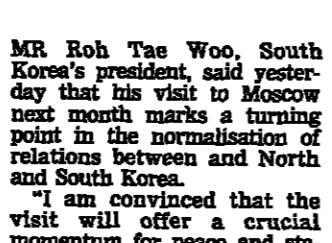
President Saddam Hussein wants to avert a war by persuading the West that an attack would not only jeopardise the lives of the hostages but also cause heavy military casualties.

The official Iraqi News Agency (INA) said the reinforcements would include 150,000 reservists and seven divisions which would be mobilised immediately and sent to Kuwait. This will bring the Iraqi forces between Basra and southern Iraq and the Kuwaiti-Saudi frontier to more than 650,000.

INA said the decision was made by Mr Saddam and his generals in the belief that the US and its allies would need some 3m men to launch an attack, compared to the 500,000 plus already there or on the way.

"This takes the (Iraqi) superiority to its requested level and leaves no room for others to try to match it," INA said.

Western military analysts, however, point to the advantage of allied air power and dispute the need for massive numerical superiority. Many of the Iraqi troops are



Roh: Soviet trip will aid Korean ties

By John Riddiford in Seoul



MR Roh Tae Woo, South Korea's president, said yesterday that his visit to Moscow next month marks a turning point in the normalisation of relations between North and South Korea.

"I am convinced that the visit will offer a crucial momentum for peace and stability on the Korean peninsula," he told members of the national assembly in his budget address, which was read by Mr Kang Young Hoan, the prime minister.

The national assembly resumed business yesterday after the opposition Party for Peace and Democracy ended a four-month boycott prompted by protest at the rapid passage

of controversial legislation by the ruling Democratic Liberal Party. The current session is also expected to be turbulent, given the inclusion on the agenda of sensitive issues such as the passage of the budget for fiscal 1991 and the enactment of legislation necessary to implement local democracy.

Mr Roh's visit to the Soviet Union, which was announced last weekend, will be the first by a South Korean leader. It follows the establishment of relations between the two countries earlier this year.

In his address, Mr Roh also expressed optimism over the improvement of ties with China which, along with the Soviet Union, has been North

Korea's staunchest ally. He said last month's agreement to exchange trade offices "has lifted Korean-Chinese ties one step higher and will help advance their normalisation."

Mr Roh forecast that the South Korean economy would grow 7 per cent next year, compared with a growth rate of between 8 and 9 per cent this year. He said an increase in oil prices due to the Gulf crisis and other economic problems would slow growth.

The president proposed a 1991 budget of \$33.2bn (£19.4bn), 19.8 per cent higher than in 1990. More money would be allotted to defence, construction, education and government workers' salaries.

Other factors that negatively affected Spanish business were surveyed by Professor Jürgen Döge of Cologne University, who stressed that Spanish companies were at a considerable disadvantage because of the chronic deficiencies of the country's basic infrastructure. He criticised the domestic railway network, the postal and telephone services, the educational system and the industrial training programmes.



A shack burns yesterday in Zonkwezwa squatter camp after 12 residents were killed

Political violence surges in S Africa

TEN people on average are being killed every day in South Africa's worst political fighting in the country's history, the South African Institute of Race Relations said yesterday. Our Foreign Staff writes.

At the weekend 55 people were reported killed and the figure included the unexplained massacre on Sunday of 19 black men east of Johannesburg.

The institute said that 3,000 people had died in political clashes in the first 10 months of the year.

"The 1990 death toll is by far the grimdest ever," the institute said in a report on political violence that has claimed 8,577 lives around the country

since September, 1990. A South African police spokesman, Mrs Ida van Zessel, said that the 19 men were found shot and hacked to death yesterday among the cardboard, tin and plastic shanties of the Zonkwezwa squatter camp.

"There was no apparent motive for the killing," she said of the incident.

Police said at least 35 people had died in political clashes between Xhosa and Zulu tribespeople living in the squalid shanty settlement of Zonkwezwa.

Patti Waldmeir writes. Some township residents said that Zonkwezwa had been hit by fighting between pro-African National Congress (ANC) Xhosas and rival Zulus of the conservative Inkatha movement, but others said the clashes involved criminal gangs.

About 850 people have been killed since August in battles between supporters of Inkatha and the ANC.

The warfare had subsided in recent weeks after the government invoked sweeping security powers and imposed night-time curfews.

The weekend clashes raised fears that large-scale fighting might be about to resume, especially after thousands of armed Zulus rallied on Sunday in Soweto, the country's largest black township, chanting "The Zulus are coming. Mandela clear the way."

W Australia to mount corruption inquiry

By Kevin Brown in Sydney

THE STATE government of Western Australia yesterday bowed to opposition pressure for an official inquiry into claims of corrupt links between politicians, bureaucrats and businessmen.

Mr Carmen Lawrence, the Labor premier, said the inquiry would be carried out by a Royal Commission with extensive powers to examine government documents, including cabinet papers.

The terms of reference are similar to those of the Fitzgerald inquiry in Queensland, which revealed widespread corruption and mismanagement, and led to the defeat of the state's National Party government after two decades in power. Several former Queen-

sland ministers now face charges, including former premier Sir John Bjelke-Petersen.

Mrs Lawrence has revised calls for an inquiry since taking over as Western Australia's premier at the beginning of the year, but her position has become increasingly difficult as further allegations have surfaced in recent weeks.

"I agonised over the decision, but confidence in the political process has been so severely undermined that I now believe the only way to restore that confidence is by a Royal Commission," she said.

Most of the allegations relate to the so-called W.A. Inc. period from 1987 to 1989, when state Labor governments led by Mr Brian Burke and Mr

Peter Dowding sought to promote development in the state through a close relationship with local entrepreneurs.

Among other things, the police let the state government into an attempted rescue of Mr Gerald Connell's failed Rothwells merchant bank and a joint venture with the Bond Corporation in a petrochemical plant which was never built.

The cost has been put at A\$400m (£180m) by Mrs Lawrence, and at A\$900m by

the state's conservative opposition.

Public unease over W.A. Inc helped to reduce the Labor vote at the last state election in 1989, and at the federal election in March, when Mr Bob Hawke's Labor government was returned for a record

fourth time in spite of winning less votes than the opposition.

Evidence of serious corruption could further damage Labor at the next federal election, due by 1993.

However, Mrs Lawrence attempted to minimise electoral losses by asking the Royal Commission to investigate government activities from 1980 onwards, including periods when Labor was out of power.

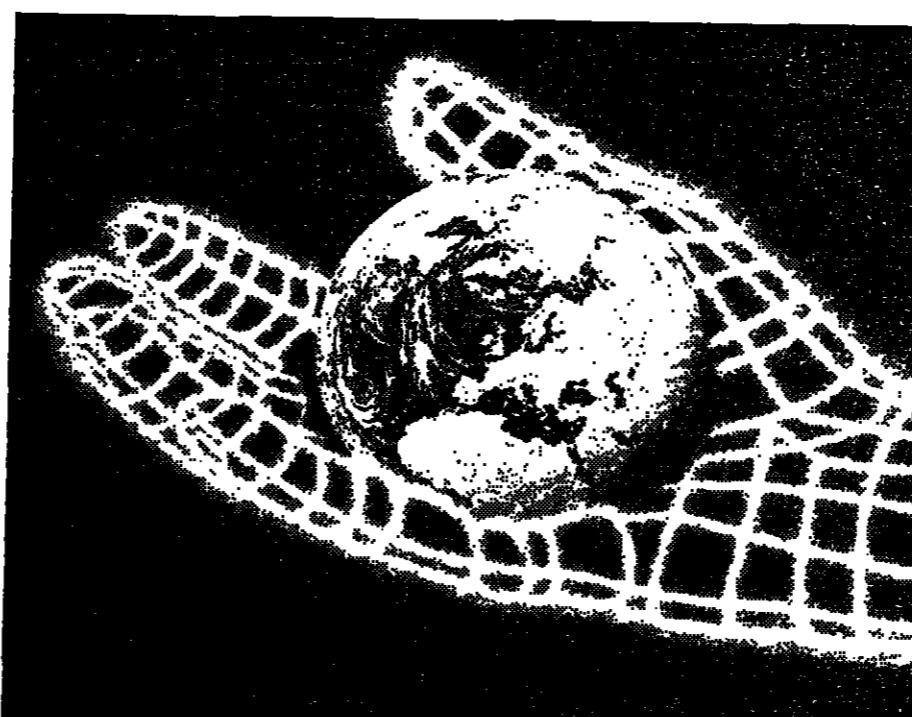
Mr Connell and two other former directors of Rothwells were committed for trial in Perth yesterday on charges of falsifying the bank's annual accounts.

All three will plead not guilty at their trial in the WA Supreme Court in March.

Chapman

Israeli PM
reopens
over Soviet
immigrants

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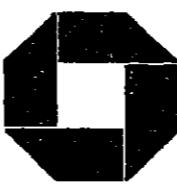
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FINANCIAL TIMES TUESDAY NOVEMBER 20 1990

WORLD TRADE NEWS

Farm reform key to successful Round, Hawke tells EC

By Kevin Brown in Sydney

MR BOB Hawke, the Australian Prime Minister, yesterday wrote to the 12 European Community heads of government warning that the Uruguay Round of the General Agreement on Tariffs and Trade (Gatt) would fail unless the Community accepted significant liberalisation of agricultural trade.

The letter is intended to increase international pressure on the Community to modify its opposition to deep cuts in subsidies and protection, which are being sought by the US and the Australian-led Cairns Group of 14 agricultural exporting nations.

Mr Hawke said he had told the European leaders he was deeply concerned about the future of the talks and had asked them to exert their political muscle to achieve a compromise at the final ministerial meeting in the Round, which begins in Brussels on December 3.

He understood the internal pressures on EC governments which made it difficult to reduce agricultural support, but urged the Community to recognise the benefits of trade liberalisation to consumers and taxpayers. The failure of the Round would mean the start of a slide into protectionism and the loss of an opportunity to increase world growth.

Deadlines to be sought for textiles programme soon

By William Duthie in Geneva

TRADE ministers will be asked to add the crucial timespan and deadlines to a programme for liberalising the \$180bn (\$118bn) a year world trade in textiles and clothing, when they meet in Brussels in two weeks.

The figures would determine the length of the transitional period and the pace of liberalisation. The ministers will also have to fix conditions under which governments can resort to emergency safeguard action to defend their domestic industries during the transition.

If the ministers can resolve the outstanding issues, one of the most important aims of the Uruguay Round, the elimination of the protective Multi-Fibre Arrangement (MFA), which has governed trade in textiles products for the past 30 years, can now be realised. Mr Lindsey Duthie, chairman of the group negotiating on textiles products, will present the ministers with the draft text of an agreement he produced at the weekend.

The draft provided the basis "on which negotiations can be finalised at a higher level," Mr Duthie said after negotiators had agreed they could carry their discussions no further.

The Duthie text contains all the basic elements of a liberalising programme. It also incorporates a vital choice, in that it omits the global quotas which the US and Canada wanted to use in the transitional mechanism.

Trade in textiles would be integrated into the General Agreement on Tariffs and Trade within a given number of years from January 1, 1992. The options vary from the 6½ years called for by developing country exporters to the 15

Ghost of Spanish battle haunts transatlantic trade

By Nancy Dunnin in Washington

AS THE US and EC slug away over agriculture in the Uruguay Round, bilateral trade disputes are mounting, as if to stress that the alternative to farm trade reform is deflating trade friction.

The US is already threatening retaliation against \$40bn (£264m) in EC meat exports, over the Community's ban on US pork and beef imports.

Now the ghost of another trade battle is haunting transatlantic trade: the revival of an old clash over compensation to be paid for US feed grain markets lost when Spain joined the EC. The row threatens another \$420m in US sanctions against EC products.

According to US estimates, before 1987 Spain was buying 4m-5m tonnes of American feed grains annually, a market to be lost with its accession to the Community.

After US pressure and threats of retaliation, agreement was struck to provide for annual Spanish purchases of 2.3m tonnes of foreign feed grains, with most of the sales going to the US.

Since then, the EC has largely honoured that commitment, although purchases have been later than agreed and at times during the year when

Quietly, Japan moves to lift rice import ban

Politicians work behind scenes on area of once loud disagreement, says Robert Thomson

WHILE the US and the European Community exchange blows over agricultural trade policy, a consensus has quietly built within the Japanese government that the ban on rice imports will be lifted as part of an agreement in the Uruguay Round of trade talks.

Rice is the most unpalatable issue confronting Japanese negotiators in the multilateral negotiations under the General Agreement on Tariffs and Trade. They are prepared for quick decisions on other outstanding issues, such as investment regulations and intellectual property, but are relying on politicians to take the lead in reforming the rice market.

Reaching agreement on controversial policies in Japan has traditionally taken long and painful public debate and a few private political deals. But on rice, Japanese politicians have generally avoided public discussion in recent weeks, and farmers' groups have been relatively quiet. The recent very public debate over sending non-combat forces to the Gulf has been a distraction, but the past impassioned pleas about the sanctity of rice and the threat of starvation are now almost inaudible.

The Cairns Group accounts for about a third of world agricultural production. It is seeking a 75 per cent cut in producer subsidies and protective tariffs, and a 50 per cent reduction in export support payments. The US has made broadly similar proposals to Gatt, but the EC has suggested an overall reduction in subsidies of 30 per cent.

are certain that a final package of some form will be stitched together.

"People talk about a collapse of the world trading system, but we don't see that at all," a Ministry of International Trade and Industry (Mit) official said. "If you can't get agreement in agriculture, that doesn't mean we have to abandon the other 14 Uruguay Round areas where we have made gains. Maybe there will be arguments and delays, but not a collapse."

A government official admitted that "we have nothing to gain by discussing rice - it's just too emotional". So, with bowing nods, a strategy of silence has been adopted.

The decision is likely to be taken by technical heads of the ruling Liberal Democratic Party in the dying days of Gatt, despite what there is less room for a passionate and divisive foreign judgments.

Japan suggested reform of its agriculture is for a 30 per cent cut in farm support, using 1986 as the base year, with a 26.5 per cent cut in cereal subsidies. As Japan's cereals support level has already fallen by 31.2 per cent since 1986, a further reduction of only 5.4 percentage points is required over the next six years.

The US has demanded that Japan import 3 per cent of its rice needs in 1991, increasing the level to 5.25 per cent in 10 years, and then replacing the quotas with tariffs of 50 per

cent. Japan's eventual offer will be less generous, but the quantity is less important than the symbolism.

The Gulf crisis has prompted Washington to go easy on quick decisions, the Finance Ministry has established an inter-ministerial panel to oversee settlements of issues that fall within the jurisdiction of differing ministries. Informal talks are being held this week, and ministers will be able to meet at short notice to deliver decisions within Japan.

Mr Toshio Kanfu, the prime minister, who comes from a weak faction and relies on a support of other factions, is set to take the blame if the expected reform goes politically wrong. It is understood that factional heads have agreed to let public reaction on rice partly determine the length of Mr Kanfu's tenure.

Japanese officials presume that agreement will eventually be reached between the EC and the US and that attention will again turn to Tokyo. They also

have been encouraged to avoid the issue.

Mr Toshi Yamaguchi, chairman of an LDP economic reform committee, suggested in July that up to 5 per cent of rice needs could be imported, while Komaito, the second largest opposition party, has been reviewing its opposition to rice imports.

Mit officials expect that final papers could be prepared on trade-related investment measures and intellectual property issues "within 24 to 48 hours", if the agriculture issue is solved.

"We are quite happy with negotiations on investment measures. There are a few matters that need political decisions, but I think the result could be quite close to our suggestions. The two basic issues are requirements for export performance and local content levels," a Mit official said.

The decision rests with the LDP factional leaders, who have tried to convince farmers' groups that only the Japan Socialist Party, the leading opposition party, would benefit from a bruising debate similar to that which preceded the lifting of restrictions on beef and citrus imports two years ago.

Several LDP politicians have made public comments on the necessity of opening the rice market, but party branches

Israeli air group in conversion contract

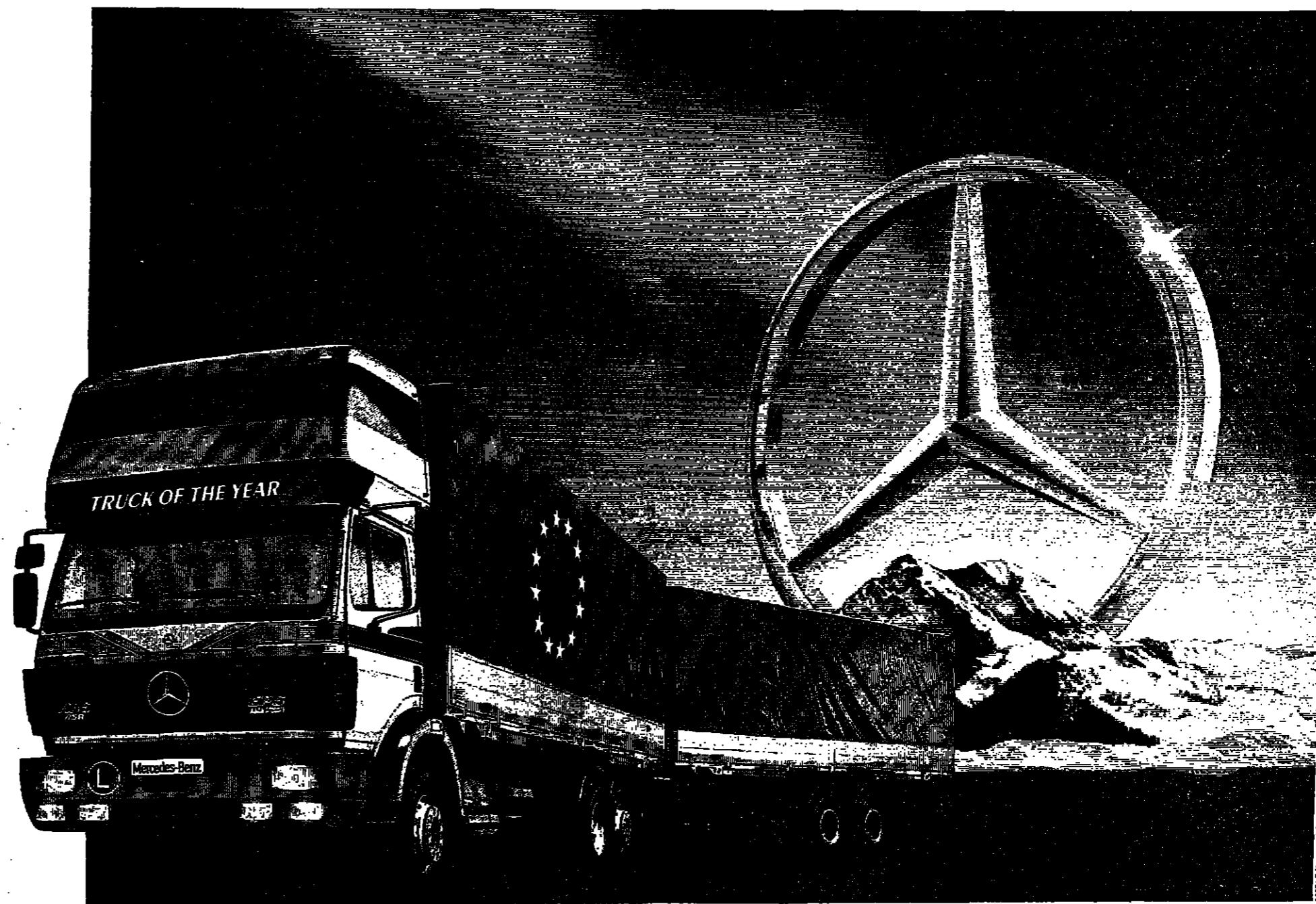
ISRAEL Aircraft Industries (IAI), the state-owned aviator group, is to convert 10 Boeing B747-100 jumbo jet aircraft from passengers to cargo use for Electra Aviation, a UK air craft leasing operator.

The contract, for which no value has been revealed, is the biggest IAI has so far won in its efforts to shift from reliance on military products to civilian projects.

With annual turnover of \$1.25bn (£630,000), IAI struggled back into profit last year following losses after cancellation of the Israeli Avia jet fighter programme and sagging arms-markets demand.

Electra has ordered the conversion over five years of 11 jumbos, though it has acquired four from Air France. It intends to become a lead-player in the rapidly-growing air cargo market.

To date, IAI's main contract has been to convert two B747s for Lufthansa. Jumbo cargo conversion will become IAI's major commercial project. IAI is also seeking to build up other aircraft refurbishment business. Talks are advanced on a joint project with the Soviet Union, with US input to equip Soviet commercial jet airframes with US engines for the cargo market.



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prices are low. But US officials want continued compensation for markets they consider permanently lost. The European Commission believes that four years of concessions is enough. Mr Julius Katz, Deputy US Trade Representative, wrote to the Commission last week saying the US was prepared to renegotiate the agreement or extend it a year. "The one outcome we cannot accept is to let the agreement lapse, and with it, concrete compensation which is owed the US." Mr Horst Krenzler, the Commission's director-general for external relations, replied: "We do not see any merit or justification in the idea of extending the concessions granted under the present agreement for a further year." He wondered that the US "would contemplate steps which would raise the temperature between us, just when we are trying to put the Uruguay Round package together."

But the Bush Administration is brooking no delay. With the four-year pact to lapse on December 31, it has decided to notify the Gatt on December 1 of plans to place 200 per cent levies on \$420m-worth of EC exports.

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UK NEWS

CHALLENGE TO THATCHER

Election countdown begins for Conservative party

By Philip Stephens, Political Editor

THE Tory MPs who hold Mrs Margaret Thatcher's fate - and the keys to Downing Street - in their hands will begin filing in to Committee Room 12 at the House of Commons at 1pm today.

With Mr Cranley Onslow rechristening the proceedings from a raised oak table spanning the length of one end of the room, each MP will be given a simple white ballot paper with two printed names - Michael Heseltine and Margaret Thatcher.

Mr Onslow, the chairman of the 1922 committee of backbench MPs, will be flanked by three scrutineers - including Sir Bernard Braine, the father of the House of Commons (the last senior politician among the present MPs) - as each MP signs for a ballot paper.

Some, entrusted with the proxy votes of absent colleagues, will take two papers.

Mr George Younger, the former defence secretary and Mrs Thatcher's campaign manager, is expected to cast the prime minister's vote on her behalf while she waits anxiously for news of the result at the Conference on Security and Co-operation in Europe (CSE) in Paris.

Others have instructed friends, and in some cases, Mr Onslow, on their preferred choice. Perhaps 350 or so of the 372 eligible to vote will arrive in person, a handful deciding on positive abstention.

Committee Room 12, panelled in the light oak which decorates many of the offices and corridors of the Palace of Westminster, is on other occasions one of the "working"

rooms of the nation's legislators.

Long tables, placed in front of rows of straight-backed chairs covered in green leather, run its length. Faded tapestries depicting some long distant medieval conflict - no-one yesterday seemed quite sure which - cover its walls.

A large, distinctly modern fan hangs from the ceiling, competing for space with a clutch of garish, gold-coloured chandeliers.

On most days it is occupied by the cross-party committees of MPs who examine the each piece of proposed legislation. Their words are recorded for posterity by the forest of microphones suspended from above.

Tomorrow the microphones will be switched off as the Conservative Party's electors

choose their leader. Unlike on committee days, there will be no policeman standing in the corner to ensure that no-one disrupts the work of our lawmakers.

It is a secret ballot but there are no polling booths. Those who wish to retain their privacy will have to move to one of the benches before placing their mark - on senior Tory MP said yesterday that a tick was preferable to a cross - next to their choice.

Many of Mrs Thatcher's most ardent supporters will elect to forsake the right to privacy - marking their papers directly in front of Mr Onslow. If last year's contest between Mrs Thatcher and Sir Anthony Meyer is any guide some will arrive well before eleven to be the first to cast their vote.

Sir Nicholas Fairbairn, the flamboyant MP for Perth and Kinross in Scotland, is tipped to be at the head of the queue.

He was when the prime minister defeated Mr Edward Heath the former Tory leader, in 1975 and maintained his record in 1989.

The tension will rise around 6pm. It is then that the polls close. Mr Onslow and his helpers will count the votes. At around 6.25pm the electorate will be invited to hear the result. Within seconds it will be relayed to the hordes of political journalists waiting outside.

Mrs Thatcher has to get 51 per cent of the vote and 56 more votes than Mr Heseltine to win outright on the first ballot.

The number of abstentions could have crucial impact on the result, but Mr Heseltine

needs to secure 159 votes to be certain of forcing a second round, Mrs Thatcher 214 votes to be sure of stopping one.

Mr Heseltine will know his fate instantly. The prime minister will have to wait longer for the result to be flashed via an open line from Downing Street to the British embassy in Paris.

If no winner emerges on the first ballot, a second ballot would be held in which others can enter. In the second ballot, which would be held on November 27, the winner needs overall majority of those entitled to vote - 167 votes - to win.

If again there is no outright winner, the three candidates receiving the highest number of votes would take part in a final ballot decided under the transferable voting system.

years. It is not a strain. It is almost an everyday occurrence.

Earlier, she had been indulging in the everyday activities of statespeople with vigour. Breakfast with US President Bush was followed by questions from the press.

She had time for one on the leadership. "Are you going to survive?" a journalist asked. "I most earnestly believe so," Mrs Thatcher said.

Then she dashed off, saying "more heads of government have to get to the conference before heads of state." An abandoned President Bush refused to draw too far. "I stay out of all of this, but we have superb relationship with Mrs Thatcher," he said.

"It is indeed a special relationship and far be it from me to figure out the internal politics of a party in the United Kingdom."

At the CSE treaty ceremony at the Elysee palace, Mrs Thatcher was unfazed by yet another signing of the sort that is the daily bread of statespeople - albeit one attended by 22 nations and marking the end of the Cold War.

Lunch, at which the prime minister was placed next door but one to President Gorbachev was followed by the opening session of the CSE conference.

Now it was a knock-about, combative Thatcher. The prime minister was in world-statesman mode in which a sense of gravitas on international affairs becomes juxtaposed with a serene, calm outlook on her political future.

Was she annoyed at the domestic distraction to her role on the world stage? "No, I don't feel sure. I'm just glad that we have got to a stage where we can sign this agreement among 22 countries. It is very good evidence of the valuable work that this government has done in co-operation with others."

She was asked if the leadership contest had put her under strain at conference meetings.

"Not in any way. I have been carrying on international negotiations for eleven and a half

years. It is not a strain. It is almost an everyday occurrence.

Even diehard loyalists would admit as much yesterday. "It is now not a question of whether," said one, "but a question of when."

Drama is as familiar to the Commons as it is to Drury Lane - and to some quite as tiresome. As the 372-member group completed their deliberations on Mrs Thatcher's career and on Mr Heseltine's future prospects, the simultaneous sense of both continuity and change seemed largely contradictory.

Periwigged clerks and tail-coated doormen went about their business, and the same noxious odours seeped from the canes.

Whatever the outcome of this week's events, there will still be subsidised Federation Ale in the Commons bars and angry constituents seeking MPs with urgent complaints about their local drama.



Michael Heseltine appeals for calm outside parliament as photographers close in for an impromptu photocall

'Men in grey suits' wait in the wings to cast a final vote

By Alison Smith

NOT SPITE OF the formal mechanism of the Tories' leadership election, party legend till favours the "men in grey suits", whose job it would be to all the prime minister that in he interests of the party, the time had come for her to go.

Even if Mrs Thatcher wins he contest outright on today's first ballot, some Tory MPs till believe that the delegation may need to give her her notice within the next few weeks.

The key person in carrying out this delicate task would be Mr Cranley Onslow, chairman of the 1922 committee made up of all the Tory MPs outside the cabinet. Mr Onslow has been in the 1922 executive for nine years and has been its chairman since 1984.

Not a plottor like Sir Edward in Cann, his predecessor, he has been loyal to the prime minister, even during the dark days of the Westland affair in 1986, when she herself is said to have wondered whether she could survive. His duty to the party would mean he had to tell her if she lost a critical level of support among the parliamentary party.

Mr Tim Renton, the chief whip - responsible for discipline of Tory MPs - would most certainly accompany Mr Onslow on such a mission, though the whips' office is formally neutral in the leadership contest. Mr Renton would have a word with the prime minister that she did not command the support of the majority of MPs in the government side.

An affable rather than a strict figure, Mr Renton himself has been chief whip for only just over a year, after the reshuffle following Mr Nigel Lawson's resignation.

Since there seem few firm allies about such matters, at least because it is so long since the question has arisen - it would be for Mr Onslow

and Mr Renton to decide whom they wanted to accompany them.

Anyone asked to add their weight to the discussion would be approached on the basis that they combined having been loyal to the prime minister through past difficulties, and possessing some independent authority in the party.

Top of the list would almost certainly be Lord Whitelaw. Though he left the government early in 1988, he is still a major influence in the party, and is close to the prime minister.

His loyalty to her since she beat him in the 1975 leadership contest has been consistent, and he spoke in her support once the contest was officially open. If he told her that she should go, it would be hard for her to ignore his words.

Another figure in the Whitehall mould is Mr George Younger. Having served in her cabinet until 1988, and acted as her campaign manager both this year and last, his loyalty is not in doubt.

But perhaps more important than whatever any party delegation might say would be the views of Mr Denis Thatcher.

He is believed to be angry at the way in which the party has turned on Mrs Thatcher with a banker's mentality. "She's got to go. She's well past her 'Sell-by' date and, frankly, she should have gone years ago," he said.

"It's just not as simple as that," the MP replied. "I find it extremely difficult to vote against a sitting prime minister especially one who has won three general elections - there is such a thing as loyalty."

"Your first loyalty," the banker replied sharply, "is to the party and that means winning the next election."

If its sentiment you are looking for, it was in relatively short supply in the Houses of Parliament yesterday as the Tory leadership race entered its last 24 hours,

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DRA. KEAST Deputy Secretary
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FT SURVEYS

FINANCIAL MARKETS

City of London stands back from election fever

By Peter Norman and Edward Balls

LONDON'S financial markets yesterday stood back from election fever in the Conservative party and focused instead on technical factors and economic fundamentals.

Confusion and uncertainty are normally considered poison for the pound, equities and gilts and many analysts were to work yesterday fully expecting prices to collapse or signs over the weekend that Mr Michael Heseltine's leadership bandwagon was gathering pace.

But yesterday, to general surprise, sterling strengthened by 1½ pence against the Deutschmark, shares jumped and gilt prices advanced in spite of a narrowing of bookmakers odds against Mr Heseltine.

Some analysts, such as Mr Peter Spencer, UK economist of Shearman Lehman Brothers, gave up searching for a rational explanation of events.

"It is almost as difficult to read the markets as to understand the polling system for leader of the party," he said.

All agreed, however, that a clear-cut result today would be a great relief for the market.

The current uncertainty is distracting for domestic investors and potentially bewildering for foreign investors.

The worst result would be a hung-contest, carried over to the sec-

ond round.

Reasons for yesterday's relatively robust market performance ranged from the cynical to the technical. Mr Andrew Smith, an economist with stockbrokers Laing & Crichton, argued that the 27.9 point rise in the FT-SE 100 index to 2,083.9 on a volume of 400m shares partly reflected a shortage of stock.

In addition, he said the stock market was looking ahead to the next general election. On that basis, the government could be expected to do whatever it could to curry favour with the electorate irrespective of who would be Conservative leader.

Other analysts suggested that the equity market was simply catching up with events abroad. The latest easing of tensions in the Gulf, lower oil prices and last week's strong overall advance on Wall Street were propelling UK shares higher.

On currency markets, sterling's relatively strong performance was seen as evidence that its membership of the exchange rate mechanism had added to the pound's stability.

Although the explanations for yesterday's price movements appeared complex, they were straightforward compared with expectations surrounding the outcome of the leadership poll.

Some analysts argued that a win for Mr Heseltine would be bad for markets.

At Warburg Securities, Mr George Hodgson, the company's equity strategist, said that worries about the legal status of stock lending transactions had spurred some buying.

The practice of lending shares and gilts, which normally gives depth to

the market, has been cast into doubt by recent legal advice over the validity of collateral in stock lending transactions.

News that the Bank of England has set up a working party to investigate the problem as a matter of urgency failed to calm the market.

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The practice of lending shares and gilts, which normally gives depth to

Europe and the ERM and consequently less inclined to cut interest rates if sterling were to weaken?

Or would a Heseltine victory enhance the chances of the Conservatives at the next election, keeping at bay the threat of a Labour government?

Some predicted a market "bloodbath" or at least a "softening" if Mr Heseltine wins, others a strong rally if he does well in the first ballot. The "Heseltine factor" appeared as elusive as the man.

A major question mark surrounded the attitude of foreign investors on UK financial markets. Some analysts suggested that Mrs Thatcher may already have lost much of her previous allure for foreign investors and particularly for those on the European continent, as diminishing the "Thatcher factor" in UK financial markets. Others thought foreign markets were still confident that she would win in today's poll.

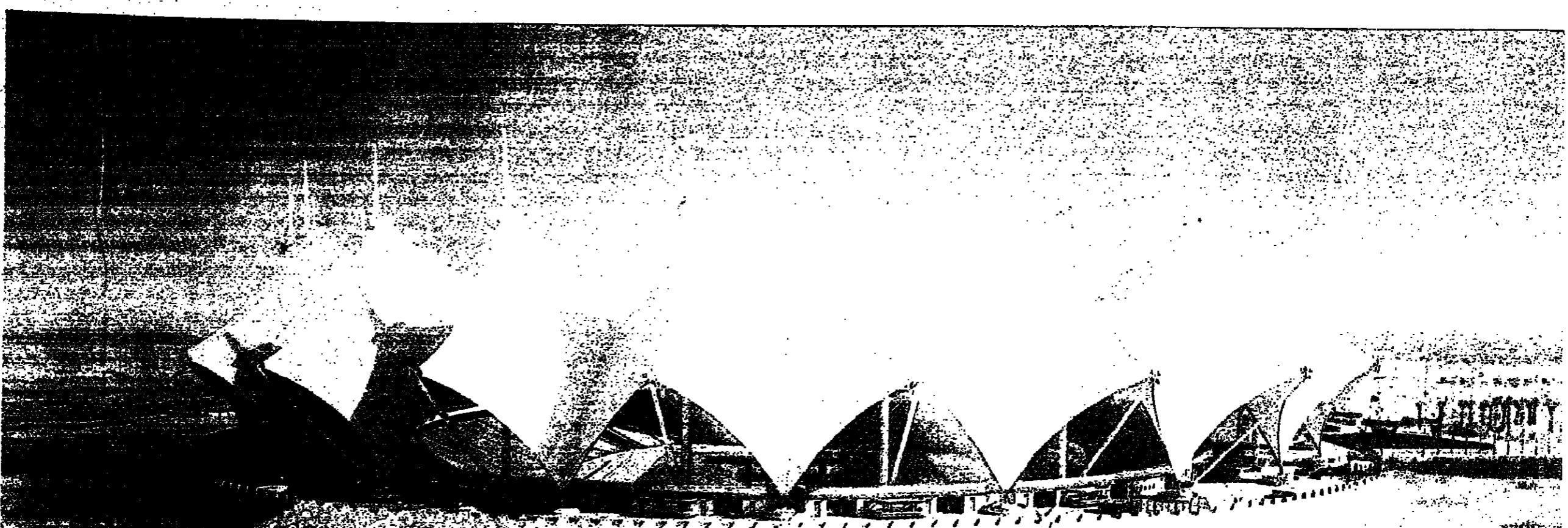
The complexity of the Conservative Party's selection process meant that analysts were unprepared to forecast the outcome of today's poll.

But one thing is for sure - there will be a reaction to today's result. While the City made hay yesterday, it was bracing itself for turbulence in response any outcome other than a clear win for the prime minister.

Business world delivers mixed verdict on contest

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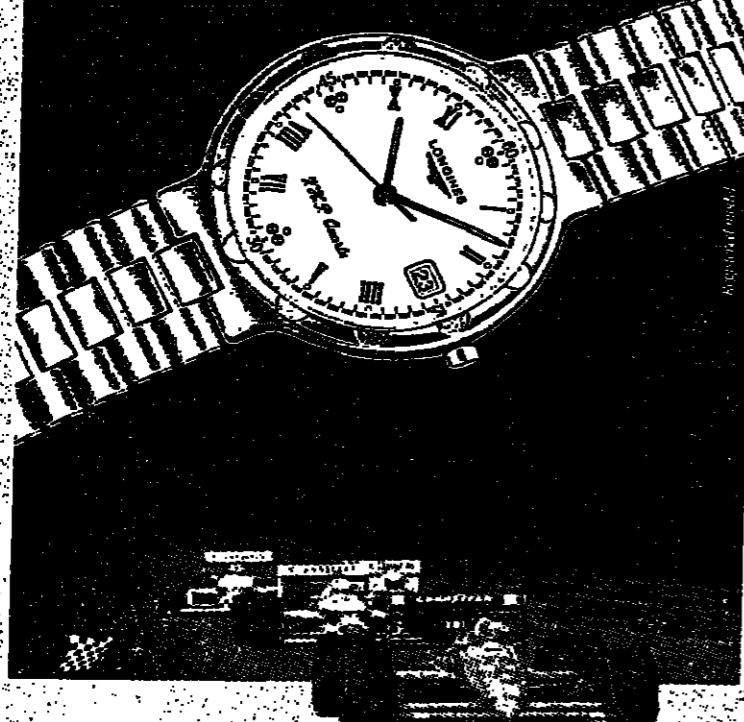
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FT SURVEYS

BRITAIN IN BRIEF



UK output falls in third quarter

British national output fell in real terms in the third quarter of this year, the first recorded fall in five years, making it almost certain that the UK will be judged to be in recession in the second half of 1990.

According to Central Statistical Office figures, the provisional estimate of output-based gross domestic product showed a 1 per cent decline in the third quarter compared to the previous quarter. But excluding oil and gas, GDP fell by only 0.25 per cent, owing to a 16.7 per cent fall in oil and gas production while safety work was undertaken.

GDP, in real terms after seasonal adjustment, was virtually stagnant in the first three quarters of 1990, with growth of only 0.1 per cent. A further fall in the final quarter would provide the second consecutive quarter of negative growth thought necessary for a downturn to be labelled a recession and would mean that annual GDP growth was negative in 1990.

Employers 'must look at Japan'

UK employers should consider adopting the practice of their counterparts in Japan in co-ordinating more on pay bargaining, says a senior policy maker at the Confederation of British Industry.

Mr Geoff Armstrong, chairman of the CBI's employment policy committee, rejects calls by some union leaders for a new national wage bargaining forum in which employers and unions would participate and for synchronising pay talks into three months of the year.

However Mr Armstrong suggests an examination of the Japanese system by which the largest employers meet to agree on what are likely to be the industrial performance improvements achievable in the next year and then the pay rises that would be compatible.

In a paper to a conference organised by the Campaign for Work, the pressure group, Mr Armstrong says the system has clear attractions because it is compatible with the decentralised approach to bargaining favoured in Britain.

MoD denies COST OVERTURN

The Ministry of Defence denied reports of a large cost overrun in the four-nation European Fighter Aircraft project.

A senior official said there had been "no change" in the programme but indicated that the aircraft, being developed jointly by the UK, Germany, Italy and Spain, might enter service some time later than 1996 — the date anticipated by the partners when they agreed to go ahead with the project two and a half years ago.

The four partner countries may scale down their plans to buy a combined total of 785 aircraft, and a question mark hangs over Germany's participation in the project beyond the development phase.

Taxpayers to bear court costs

Mr Justice Buckley, judge at Winchester Crown Court, ruled that the costs of between £2m and £5m must be paid out of public funds.

The prosecution in the case, which collapsed at the end of last week, explained that the background which had emerged of muddled accounting rather than dishonesty, was behind its decision to drop the case.

The electronics company had been charged with defrauding the Ministry of Defence of more than £200,000 over three large electronics contracts for scrambling devices for Royal Navy warships.

The company and four senior executives were cleared of 19 charges of theft, deception and false accounting.

UK NEWS

Parkinson hints at new taxes



The government is looking at a range of possible taxes to curb car use — but without adding to inflation, transport secretary Cecil Parkinson confirmed.

Various options aimed at reducing greenhouse gases could include increased road fund tax on cars with larger engines and extra taxes on diesel.

Mr Parkinson — who said the details remained a closely-guarded secret — told

journalists that public transport operators favoured pricing rather than regulation — but hinted that reducing lorry speeds might lead to big fuel savings.

Terrorist ban 'unnecessary'

A government ban on direct speech TV and radio interviews with members of named terrorist groups is unnecessary and unjustified, counsel for broadcasting journalists told the House of Lords.

The ban interfered with the rights and duties of broadcasters to inform people — and the right of the public to be informed — without reasonable justification, it was claimed.

A panel of five law lords was hearing an appeal in which six broadcasting journalists and a press union employee are challenging the legality of the restrictions imposed in October 1989 by the then home secretary, Douglas Hurd.

Groups covered by the ban include Sinn Fein, the political wing of the nationalist Irish Republican Army and the

Ulster Defence Association, a paramilitary loyalist group.

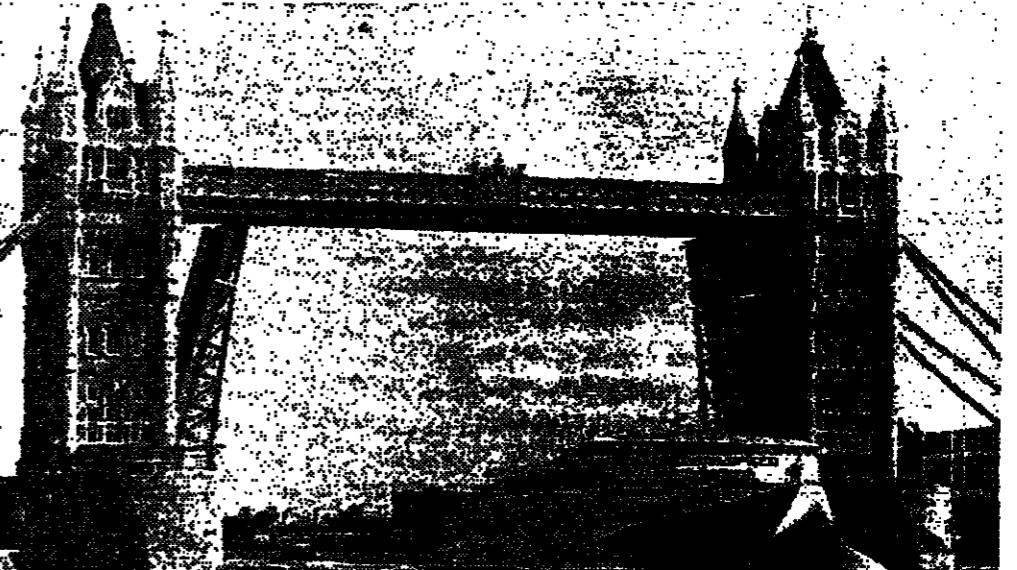
EC to relaunch capital fund

European Commission scheme to back 24 seed capital funds is to be relaunched after a disappointing response from potential investors since it was unveiled 12 months ago in an ambitious bid to create a Euro-wide network of seed funds.

Of 24 funds, eight are still in the process of raising sufficient funds to operate viability. Problems are particularly acute at the Tay Euro Fund in Dundee, Scotland, the northern-England based Yorkshire Acorn Fund and the Business Innovation Fund in Dublin, Ireland.

Correction

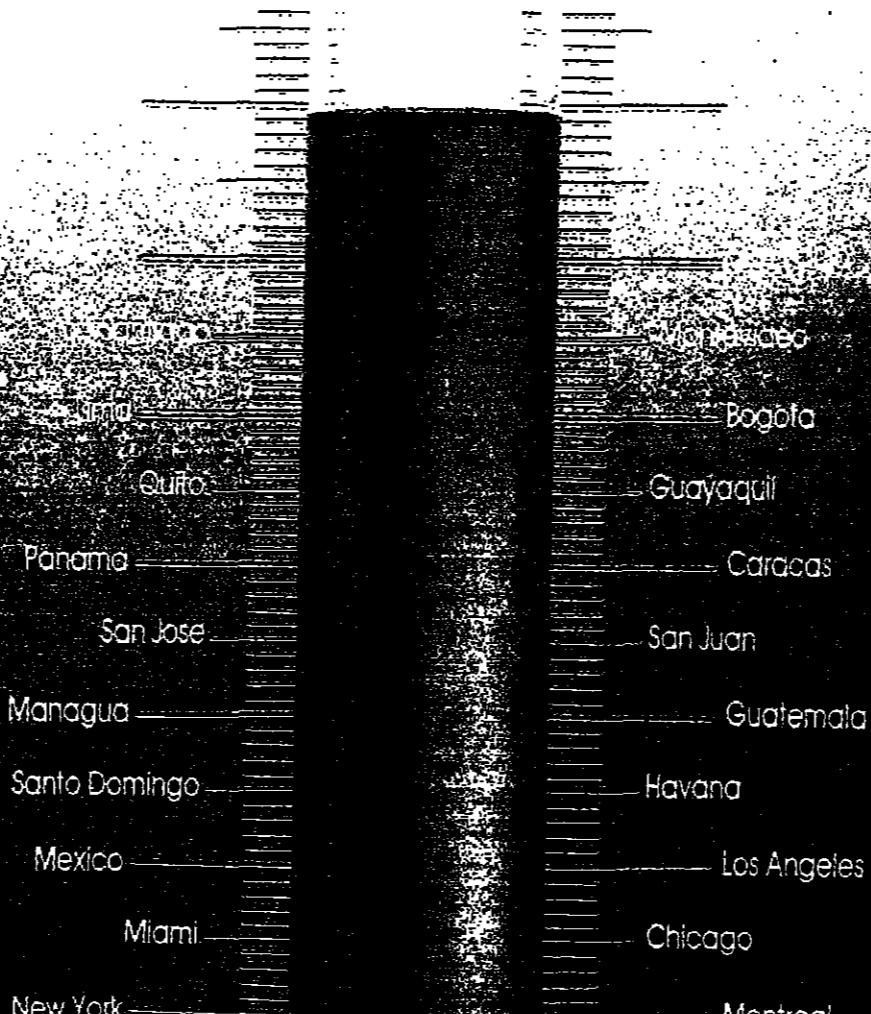
The underlying rate of UK inflation, excluding mortgage interest payments and the community charge, rose to an annual 8.4 per cent in October from 8.3 per cent in September. The figures were wrongly stated as 8.3 per cent and 8.2 per cent, respectively, in Saturday's edition.



The SeaCat catamaran 'Hoverspeed Great Britain' cruises under the London's Tower Bridge (above) to collect the Hales Trophy for the fastest North Atlantic crossing by a passenger vessel. The trophy, otherwise known as the Blue Riband, was presented to James Sherwood, president of Sea Containers, on behalf of Hoverspeed by former Prime Minister Lord Callaghan at a ceremony on board the craft on the Thames.

The crossing in June took three days, seven hours, 25 minutes, 14 seconds — two hours, 45 minutes and 46 seconds faster than the record set 38 years ago by the American passenger liner SS United States — and led to a row between the trophy's London-based trustees and New York's Merchant Marine Museum. The museum and United States Lines refused to release the 4ft silver and onyx trophy, saying that the catamaran was not a ship within the meaning of the rules of the competition.

The £10m, 242ft catamaran, which can carry 450 passengers and 80 cars, will return to service on the Portsmouth-Chebourg route this week.



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Solving Problems for Blue-Chip Clients

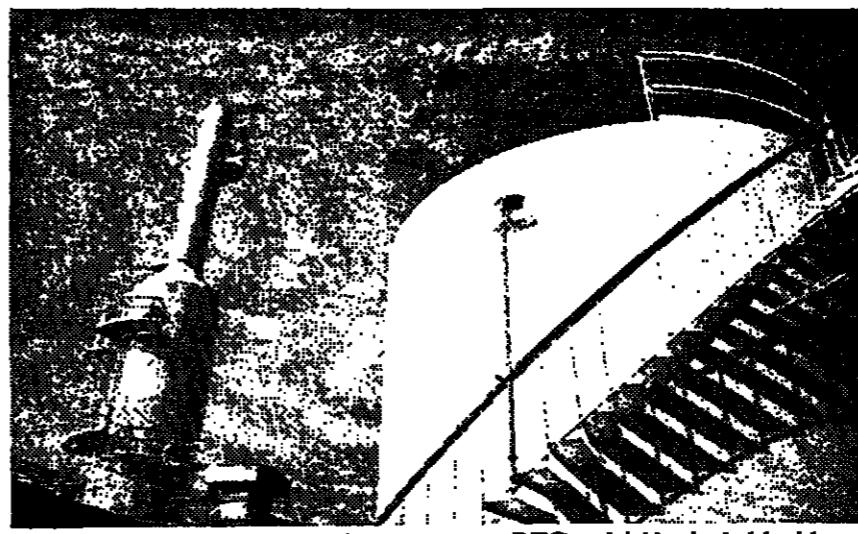
Badger has established state-of-the-art environmental control systems in numerous industries. Clients include BFGoodrich, General Electric Company, Dow Corning Corporation and Petro-Canada Inc.

Badger offers a unique approach to treating polluted materials. Instead of only dealing with waste as it comes out of a pipe, Badger treats the problem at the source, and as it moves through the entire process.

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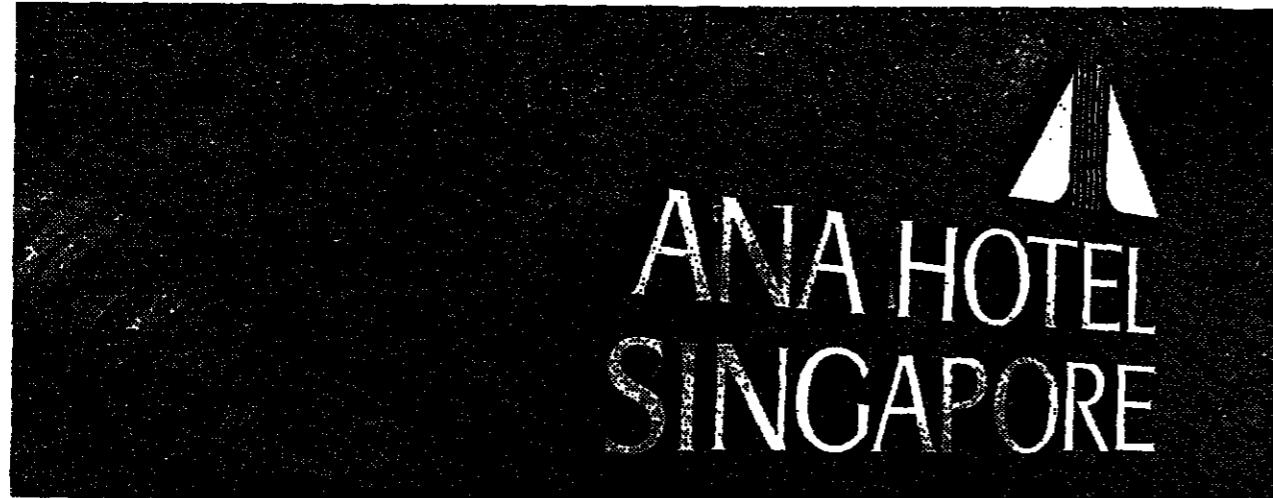


Badger's installation of pollution controls at BFGoodrich's vinyl chloride plant at La Porte, Texas, effectively treats vent gas, organic liquids, heavy metals and contaminated water.

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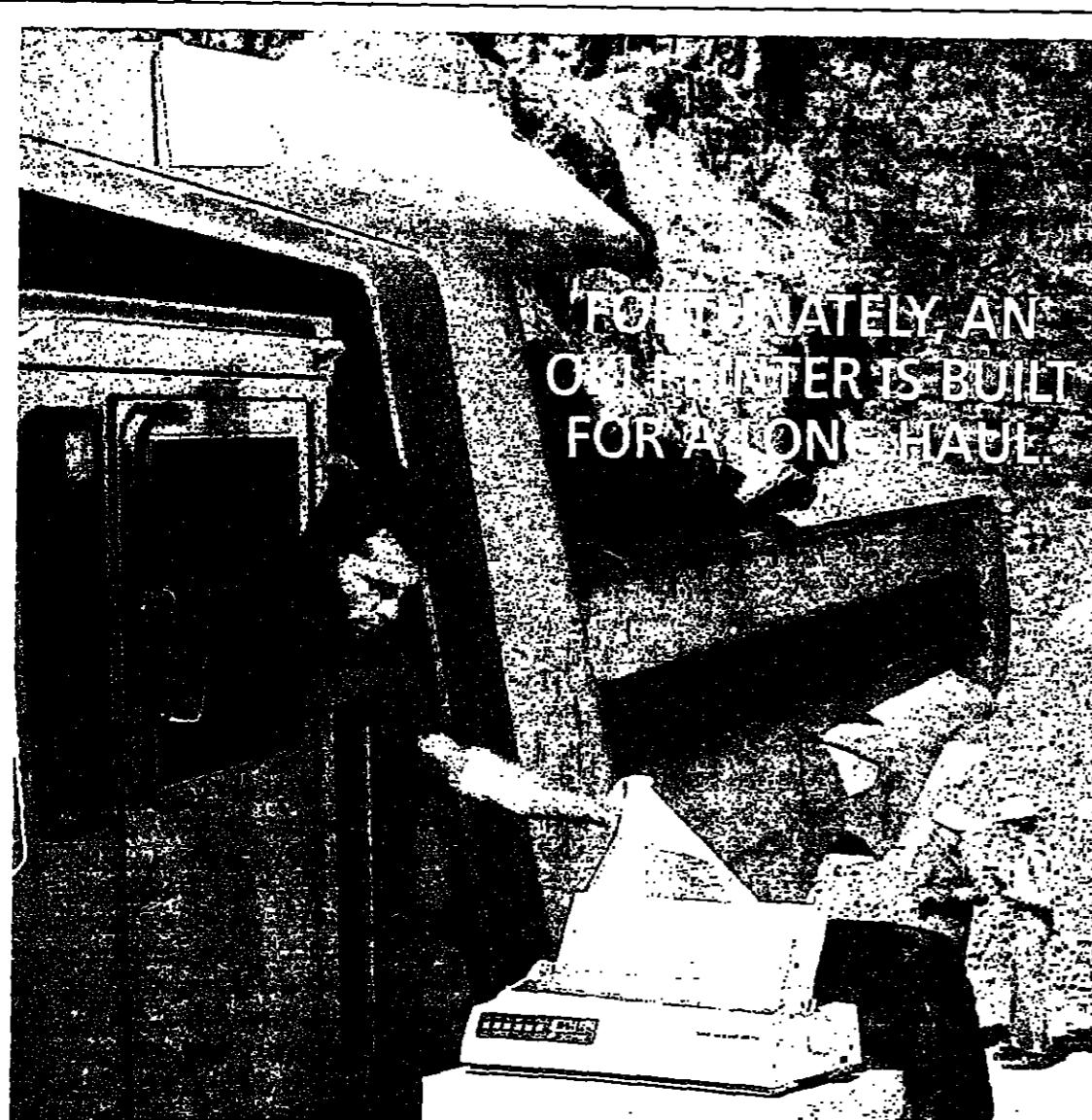
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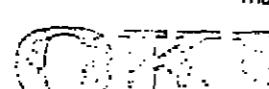
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FT LAW REPORTS

Banks must bear fraud loss

MIDLAND BANK PLC v BROWN SHIPLEY & CO LTD CITIBANK NA v BROWN SHIPLEY & CO LTD Queen's Bench Division: Mr Justice Waller: November 5 1990

DELIVERY of a banker's draft by messenger to the person in whose favour it is issued, is effective to pass title to that person entitling him to present the draft for payment, if the messenger acted with the authority of the issuing bank, and if, though the authority was fraudulently obtained, his identity was of fundamental importance to the intended delivery.

Mr Justice Waller so held when giving judgment for the defendant, Brown Shipleys & Co Ltd, in actions for conversion by plaintiffs, Midland Bank plc and Citibank NA.

HIS LORDSHIP said that Citibank acted as banker for Economou Co Ltd and Neptune Maritime of Monrovia, for whom Economou acted as agent.

Neptune had two accounts with Citibank. The mandates specified four Swiss gentlemen as signatories. Neptune authorised Citibank to transfer funds between accounts on telephone instructions from G Economou, A Economou, R Radin or R Ryall, all instructions to be confirmed in writing by the authorised signatories.

Economou also had an account at Citibank. The authorised signatories were George Economou, Angelo Economou, Ann Lynch, Richard Radin and E Firman.

In December 1986 Brown Shipleys received phone calls from an individual who gave his name as "Economou", about the possibility of Brown Shipleys supplying £150,000 worth of dollars. He was informed that a sterling draft, banker's payment, or dollar draft would be needed.

Following that conversation someone phoned Citibank, which believed him to be Mr George Economou. The caller asked for a banker's draft in favour of Brown Shipleys for \$25,000. A draft was prepared.

On December 23 Citibank handed the draft to a person it thought to be a messenger from Economou. In return it received a letter on Economou

headed paper, purporting to confirm the telephone instructions. The letter was signed by four people, three of whose signatures bore a close resemblance to those of G Economou, A Economou and R Radin. The fourth purported to be that of D A Lloyd, who was not an authorised signatory.

The letter was (a) not in accordance with Neptune's mandate; (b) contained a signature which was not in accordance with Economou's mandate; and (c) contained signatures of persons authorised to sign on Economou's behalf which no one within Citibank actually checked.

A further telephone call was made to Citibank requesting it to exchange the dollar draft for a sterling draft. The same messenger returned to Citibank with the dollar draft. It was exchanged for a \$154,500 draft. The messenger then went to Brown Shipleys where he handed over the sterling draft saying he would return to collect the cash.

Brown Shipleys sent a messenger round on December 23 to Citibank with the draft, and received a banker's payment. Brown Shipleys obtained funds through its own clearing bank. On December 24 the cash was handed over in an envelope to the messenger.

A second and similar transaction for a \$450,000 draft, was carried out on the instructions of a person identifying himself as Mr Angelo Economou. On a third transaction the fraud was revealed.

Eight months later the fraudsters struck again purportedly on behalf of the Willmott Group, wanting to buy \$236,000 Deutschmarks in bank notes through a banker's draft issued by Midland Bank payable to Brown Shipleys.

A messenger came to Midland and was handed the draft in return for a letter of confirmation. The signatures on the confirmation letter were possible forgeries of authorised signatories, but no one at Midland checked them or the terms of the authority. There was total non-compliance with Willmott's mandate. Someone left

the draft at Brown Shipleys, which phoned Midland to check the details. It was told the draft had been issued in the normal course of business and was in order.

Citibank and Midland sought to recover from Brown Shipleys the value of the drafts as damaged in conversion. They said title in the drafts was never transmitted to Brown Shipleys and that the act of presenting them for payment was conversion.

Mr Hirst for the plaintiff banks submitted that if Brown Shipleys were to obtain title to the bankers' drafts it could only do so through the fraudsters. He submitted that the fraudsters had no title because

on the principle of *Cundy v Lindsey* (1877-8) 3 AC 355 there was no contract between them and Citibank, or the and Midland, under which even a valid title was transmitted in Mr Hirst's approach.

The cases emphasised that (1) each case rested on its own facts; (2) that in the bilateral contract context, for no title to pass it must be established there was no contract under which title could pass; and (3) the no contract, as opposed to voidable contract, only arises if it was fundamental to the contract that one party should be who he said he was.

The key lay in whether there was authority to deliver the drafts to Brown Shipleys.

The presumption favoured there being authority.

Cundy v Lindsey could be applied to negative that authority, but only if the precise identity of the bailee and possibly the identity of the person to whom the draft was to be delivered, were mistaken and proved to be of fundamental importance.

Neither Midland or Citibank were under any mistake or misapprehension as to whom the draft was to be delivered.

The bailee who physically carried the draft was a messenger whose precise identity was unimportant.

Once there was authority, title was transmitted directly from Citibank or Midland to Brown Shipleys, on the drafts becoming valid instruments as a result of delivery through the messenger.

Brown Shipleys did not convert the drafts by presenting them for payment.

The actions failed.

For the plaintiff banks: Jonathan Hirst QC (Nabarro Nathanson)

For Citibank: Michael Brindle (Berwin Leighton)

Rachel Davies Barrister

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Contrast in NatWest and CBI views

Small firms are riding the economic downturn rather better than larger companies, according to National Westminster Bank, which claims to find more small businesses than any other bank in the UK.

The latest NatWest quarterly survey of small business - conducted by the Small Business Research Trust - has a surprisingly bullish tone to it, in sharp contrast to the most recent Small Firms' Economic Report** from the Confederation of British Industry which said that small business had reported its deepest fall in business confidence for 10 years.

NatWest nevertheless reports that in the second quarter of 1990 small businesses experienced lower sales and employment growth than in the previous quarter. Only 16 per cent more respondents are expecting sales to rise in the third quarter than are anticipating a fall, compared with a 26 per cent difference in the second quarter.

An even narrower margin emerges where prospects for employment are concerned. Just 2 per cent more expect to take on more employees in the third quarter than reckon employment will fall. In the previous quarter the margin was 6 per cent.

But, maintains NatWest, "when these figures are compared with the latest CBI survey on industrial trends, a different picture emerges, with expectations of sales and employment among large companies significantly below those of small businesses."

For example, it says, the 16 per cent of small firms expecting a sales rise - contrasted with 36 per cent net of firms in the CBI survey reporting a fall. Two per cent of NatWest respondents were looking for a 2 per cent net rise in employment but 26 per cent in the CBI survey reported job losses.

*Available at £15 each or £45 a year from School of Management, Open University, Walton Hall, Milton Keynes, MK7 6AA. Tel 0908 655821.

**Available from CBI Publications Sales Centre, Point 103 New Oxford Street, London WC1A 1DU. £10 (5s for members).

If David McMurry had had his way 20 years ago he would probably not now have a personal fortune, a raft of awards and a reputation as one of the big names in metrology.

The foundations of the success of Renishaw, the company he helped found, lie in his invention of a device which measures machined parts called the touch-trigger-probe. But an early lucky break with patents and their subsequent fierce defence and extension coupled with a knack for creating new markets is as much a part of the story.

Renishaw provides a vivid example of the value to smaller companies of vigorously protecting products whatever possible with patents, and of having a financially strong "big brother" to defend them in the courts. It is also a reminder that patents must be nurtured, not ignored once in place, as they will expire.

McMurry developed the original device in his living room one weekend when his employers at Rolls-Royce had run into problems machining parts with sufficient accuracy for the Concorde engine. Using a surprisingly simple concept, he came up with a device, a kind of location system, that helped measure machined parts to tolerances of $\frac{1}{10}$ of a micrometer. It revolutionised measurement so that within 10 years his probes were as familiar on machine tools as electric kettles are in today's kitchens.

From its base in the sleepy Gloucestershire town of Wotton under Edge, Renishaw has achieved remarkable sales growth and profitable margins; in the past five years turnover has jumped by 300 per cent to £40m, on which it turned in profits of £13.4m.

McMurry could have lost control of the technology, as many other inventors before him "have done", had Rolls-Royce not refused to allow him to develop his probe alone. Instead, McMurry and a colleague, John Deer, left to develop it under licence but took with them a crucial undertaking that Rolls-Royce would help protect the patent.

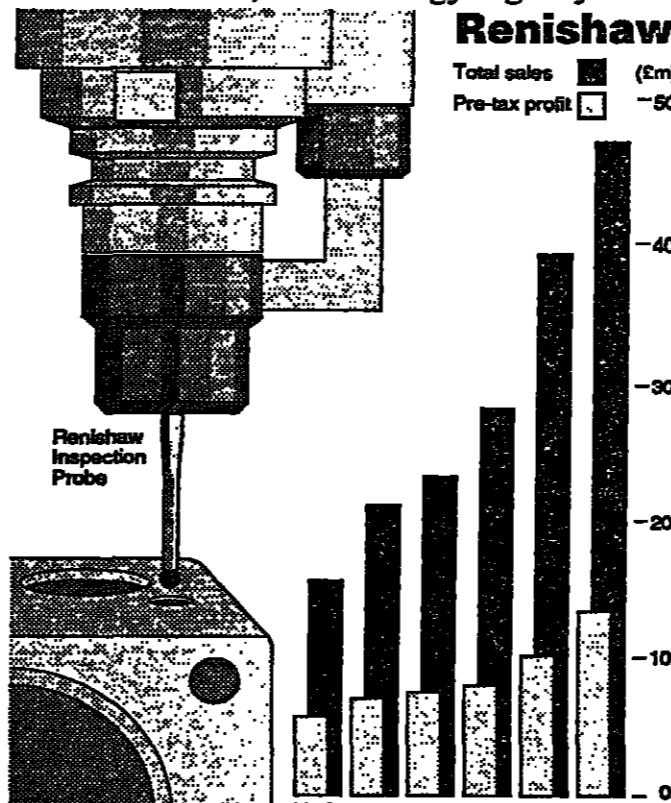
"If I had been on my own, bigger companies would have copied and told me to sue," McMurry says, recalling a time when Renishaw almost certainly lacked the resources to fight a long patent battle. In 1976, it faced its first patent challenge which lasted for two years; but Rolls-Royce defended the patent and won.

With this early victory behind it Renishaw continued

Protecting patents

How 'big brother' can offer a strong defence

Richard Gourlay reports on Renishaw, a technology high flyer



such as motorised heads for probes, "flexible joints" from the machine head that allow the probes to measure from any angle and new, more sophisticated probes.

Although the patents on Renishaw's first probes start to expire in Europe within 14 months and in the US in six years, the company is banking on the patent ticket it has earned if competitors are able to make our earlier probes these would not now be accepted in the market because we have better products which remain covered by patent."

It is as if boots had been patented before the invention of laces. By the time the patent expired, laces would have appeared and been patented. A newcomer would be able to make boots but who would buy them without laces?

Renishaw has concentrated on developing new products

anything - an attribute that has not escaped the numerous Hong Kong traders who have bought the product.

Its fastest growing product, the laser interferometer, exploits the fact that machine tools lose their precision during operation. Laser interferometers calibrate machine tools or machines that measure their accuracy and check the machine's movement.

Renishaw has also tried to increase the number of probes by enlarging the applications of the original probes. One development could reach a surprisingly wide audience for what is still a very specialised field.

This new product uses ordinary touch-trigger-probes and a simple PC programming package to trace the contours of an object, record it and reproduce it. For a few thousand pounds a design house can copy the design of almost

anything in a leading player in metrology.

ogy has not always been smooth. After Renishaw left the USM for the main stockmarket in 1984 the City began to worry about the acumen of a number of boffins-turned-businessmen. There were some fears that Renishaw might be heading for a research and development bungle or exciting, but unprofitable forays, into other high-tech areas using the cash it was spinning off.

In the event, Renishaw's research and development budget has been held at between 10-15 per cent of turnover and its lessons in the acquisition classroom proved relatively cheap to learn.

In 1985, Renishaw spent 20.75m for 75 per cent of Micro Aided Engineering, a company making software that allowed computer-controlled machine tools to talk to each other, and promptly lost £400,000 in its first year. The business was closed. McMurry recognises that the company made mistakes and is now wary of buying companies in order to acquire technology with which he and his team are not familiar.

Apart from the successful purchase of a French company to develop existing business lines, McMurry says there are no plans to dig into Renishaw's £18m cash pile for acquisitions unless an absolutely golden opportunity arises.

Throughout this period, the constant protection of its patents by Rolls-Royce meant that, when confronted with the most serious challenge to its patents from the US company GTE-Valeron - which threatened Renishaw's biggest market in the US - a successful defence was mounted.

After a three-year battle in the US courts which drained cash and management effort, Renishaw not only emerged with its patent intact but with the opportunity to take over the customers that GTE-Valeron was no longer able to service. The £3.3m settlement reported in Renishaw's 1987 results, which did not reflect the amount due to Rolls-Royce, confirmed Renishaw's view that its legal department was a profit centre.

Most recently, Renishaw successfully defended the validity of its patents on touch trigger probes in Dusseldorf after an infringement by Zeiss and Heidenhain of Germany. It was the first patent case successfully fought by Renishaw without the background presence of Rolls-Royce, which sold to Renishaw last year its right to royalties to Renishaw.

In brief...

■ TOO OFTEN, businesses "teach crisis conditions, usually marked by overdrift limits being exceeded, before thinking about improving working capital management and effecting cost reductions".

So says Christopher Honeyman Brown, head of the private business development department in London of accountants and management consultants, BDO Binder Hamlyn, introducing what his firm believes is a "timely rather than premature" publication, *Surviving the Recession*.

Produced more particularly as an aide memoire for owner-managed businesses, *Surviving the Recession* sets out to show how companies can reduce costs and working capital. Some of its suggestions if seen as being no more than basic management issues; others it feels are less obvious but likely to prove useful.

As well as a general outline of how to approach cost cutting, the publication provides a checklist of specific ways to cut costs; in the area of production management these cover labour related issues, manufacturing, supplies and materials and engineering. Administration and financial management and marketing and sales are other checklist subjects.

*Available free from Christopher Honeyman Brown, BDO Binder Hamlyn, 20 Old Bailey, London EC4M 7EH.

■ Newspapers and trade journals are regarded as the best source of information on 1992 and the single European market, according to a survey of 242 small companies made by Cranfield School of Management.

The Department of Trade and Industry, which has run an extensive advertising campaign, and chambers of commerce came third and fourth in the ratings.

The Single Market and Small Growing Companies in the UK, Cranfield School of Management, Tel 0234 751122 E15.

■ ENTERPRISING Northern Ireland, a two-year programme to create a more entrepreneurial climate in the province, trained more than 500 people from disadvantaged groups and helped at least 100 businesses start up. Around 6,000 people were involved, according to a report on the project.

Northern Ireland is marked by a traditional, employment-based culture with high levels of unemployment and the

under-use of existing skills. The campaign sought to reduce the area's dependence on external capital by developing more new local businesses.

The two main aims of the campaign were to target groups such as women, the unemployed and young people for enterprise training and to help local small business support organisations such as enterprise agencies increase their efforts and work more closely together.

*Enterprising Northern Ireland, The Development and Achievements of the Campaign From Victor Hauser & Associates, 16 Bell Yard, London WC2A 2JX. Tel 071-405 6782.

■ The main UK factoring companies absorbed £8m of bad debts on behalf of their clients in the first nine months of 1990 compared with just £3.5m in the same period of 1989. The average value of bad debts rose to £2,212 in the end of September compared with £1,611 a year earlier, according to the Association of British Factors and Discounters.

■ Citicorp Venture Capital has raised an Ecu 130m (£52m) fund to invest in buy-outs, buy-in and other development capital deals prompted by the restructuring of European companies in response to the creation of the single European market.

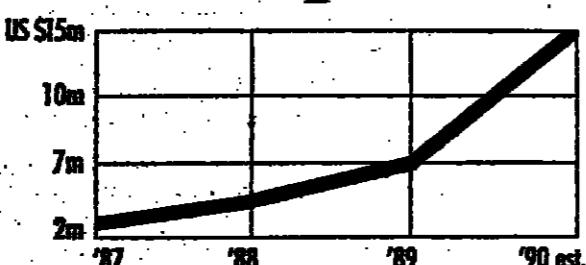
Most of the money has come from wealthy private clients of Citibank Private Bank and from Falstaff group, which manages private equity investment funds. The new fund, called EuroEnterprise '92 is a Bermuda-registered limited partnership.

■ The Small Business Resource Bank, a training package designed to help people who advise small-business owners, has been launched by the National Extension College and Durham University Business School.

The package comprises two loose leaf folders titled Ideas to Start-Up and Start-Up to Growth, each covering 12 subject areas. Topics covered in Volume One include Considering self-employment, Deciding on your business structure and Costing and pricing while Volume Two looks at Production planning, Managing people and Assessing your growth potential.

*Available from Customer Services Department, NEC, 18 Brooklands Avenue, Cambridge, CB2 2HN. Tel 0223 316544. £90 per volume or £170 for two.

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*Based on Executrain's 1989 financials. Actual investment may change based on exchange rates at time of agreement.

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FABULOUS DEVELOPMENT OPPORTUNITY IN TURKEY

For development in the South West of Turkey, 30+ acres of prime land, zero distance from the sea, in an area of internationally renowned resorts, complete with planning permission.

Set in a beautiful area, on the shores of a peninsula with breath taking scenery. Having on one side the Aegean Sea and on the other the Mediterranean Sea.

Within a short distance are several tourist attractions, such as the ruins of the Ancient City of Knidos.

Being situated on a peninsula, the sea and air round the region are in constant movement, therefore, there is little pollution of the sea, the air has a high oxygen content and a low humidity. Thus making the area very pleasant.

A local airport just half an hour away at Datcha has been planned and approved by the ministry, this together with a newly constructed road (to be completed late '90, early '91), will make the future development very accessible, the current airport is 3 hours away. Suitable for all regular tourists.

We are the freeholders of the land and require an innovative Tourism Development Company to finance, design and manage a resort project, complimentary to the local surroundings and environment. However as our partners in Turkey are in construction, we insist that we have some involvement to build any construction developed.

For further information please write to: H7659 Financial Times, 1 Southwark Bridge, London SE1 9HL.

TURKEL COMPANY LIMITED

DOMINION INTERNATIONAL GROUP plc

COSTA DEL SOL

The Spanish property assets are for sale, individually in groups or as a whole.

DOMINION BEACH (near Estepona)
Prestigious development of over 80, 1, 2 and 3 bedroom luxury apartments and townhouses, completed and part-completed. Agents appointed by Steven A Knight ACA, Liquidator in Gibraltar of Santa Mutual Supply Co Limited, of Price Waterhouse.

DOMINION HEIGHTS (near Estepona)
Proposed new development, part-urbanized, to comprise luxury apartments, townhouses including leisure and resort facilities. In excess of 200,000m² of land available. Agents appointed by J.L. Watty FCA, Liquidator in Guernsey of Santa Mutual Supply Co Limited, of Price Waterhouse.

DOMINION GOLF AT LAS BRISAS, NUEVA ANDALUCIA
Luxury, detached 3-bedroom villas, front-line to Las Brisas Golf Course. Agents instructed by Steven A Knight ACA, Liquidator in Gibraltar of Santa Mutual Supply Co Limited, of Price Waterhouse.

SHOP/OFFICE, APARTMENT IN PUERTO BANUS
One fully-fitted commercial unit with return frontage, with self-contained, luxury

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as Kingsland Road
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Our clients, based abroad, are looking for Hotels with between
90 to 130 rooms.
Investment/Controlling interest or interest with Management
Control in a small private or public Hotel/Leisure Company
will be considered.

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M Chatur Associates

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Tel: 071 729 6126

Fax: 071 729 6131

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An innovative syringe infusion pump,
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INVESTOR/PARTNER REQUIRED!

Retail petroleum group with a number of prime sites across the UK requires
development capital in order to construct up to 8 new petrol service stations.
Contract period - 12 weeks. Payback circa 6 months with return based at 40% per
annum. Fully secured by legal charges on sites. Partner(s) sought to participate
on a site basis. Minimum investment £50,000 (1 site).

May consider profit share arrangement with contractor!
Write Box H7683, Financial Times, One Southwark Bridge, London SE1 9HL**MANUFACTURING AND DISTRIBUTION COMPANY SOUGHT**

A successful design company, with a unique concept in leisure and sport
seating design, which allows easy use, transportation and multiple storage
solutions, well established. The opportunity to exploit this market
for both home market, under licence is offered for both U.K. and
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immediately.

Write Box H7653, Financial Times, One Southwark Bridge, LONDON, SE1 9HL

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FROM A MANAGEMENT BUYOUT**

We seek a manufacturer who can take advantage of this opportunity through a strategic
joint venture or co-operation arrangement.

- The FLEXIBLE package includes:
- 30,000 sq ft manufacturing space
- heated warehouse
- European distribution
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If your business could benefit from this please contact:

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Committed to finding a solution to your bank, creditor
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We will help raise additional capital. We find commercial
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Jeffrey Warner Elliott, Corporate Finance Associates, Maypole House,
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Seeks rewarding opportunity with active entrepreneurial team to
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BUSINESSES FOR SALE**Trendygas UK Limited****Bomford & Carr Limited**

The receivers offer for sale the business and assets of the above companies:

- ◆ Supplier and distributor of LPG.
- ◆ Freehold land and property near Stratford-upon-Avon - 5 acre site.
- ◆ 2x30 tonne storage tanks with model bottling plant - 90% complete.
- ◆ Small, highly skilled workforce.
- ◆ 150 vessels out on sites.
- ◆ Development potential.

For further details contact:
A P Superstone, FCA, Joint Administrative Receiver, Stoy Hayward,
20 Waterloo House, Birmingham B2 5TF. Tel: no: 021-643 4024. Fax: 021-631 2400.

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£150,000**

A complete manufacturing and
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Exceptionally located - 7 miles from the
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For further details contact

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FOR SALE

Food Manufacturing facility

Long leasehold Premises,
9000 Square Feet

Snack and Chilled Food
Manufacturing Equipment and
Furnished Offices,

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Available due to Relocation
of Business.

For further details contact

RICHARD WRIGHT at:

KPMG Peat Marwick McLintock

Peat House, 31 Park Road, Nuneaton NG1 5QR.
Telephone: 0592 640400 Telex: 804201

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Southwark Bridge, London SE1 9HL

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Food Manufacturing facility

Long leasehold Premises,
9000 Square Feet

Snack and Chilled Food
Manufacturing Equipment and
Furnished Offices,

South East London.

Available due to Relocation
of Business.

For further details contact

RICHARD WRIGHT at:

KPMG Peat Marwick McLintock

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BUSINESSES FOR SALE

Leading Leisure plc

(In Receivership)

The Joint Administrative Receivers of Leading Leisure plc and various subsidiaries offer for sale the businesses and assets below.

HOTELS

The business and assets of five hotels:

- Bournemouth - 4-star, 95 rooms, leisure club, 2 restaurants, large on-site car park.
- Basingstoke - 3-star, 50 rooms, leisure centre, 6 indoor and 5 outdoor tennis courts. Potential for extension.
- Shanklin, Isle of Wight - 3-star, 88 rooms, leisure facility, banquet/conference facilities. Open all year.
- Portland - 3-star, 66 rooms, leisure facility, outdoor pool, banquet/conference rooms.
- Caernarfon - 3-star country house hotel, 28 rooms, conference/banquet room, leisure facilities, 1989 'Best Newcomer Hotel in Wales' - AA Outline planning for 18-hole golf course.

OTHER LEISURE ASSETS

Trading Units:

- Cornwall - Two theme parks each approx. 20 acres. 1990 total admission approx. 175,000 people.
- Winchester - New themed experience in city centre. Leasehold.
- Sandown, Isle of Wight - Seafront leisure park, approx. 80 acres freehold. Development potential for major leisure complex.
- Birmingham, City Centre - Refurbished nightclub, licenced capacity 969 and 2.00 am special hours certificate. Long leasehold.

OPTICAL STORAGE COMPANY

An opportunity to acquire leadership in optical disk drive manufacturing.

A company whose primary focus has been on R&D has been recently restructured for market growth and profitability with positive cash flow. This company is seeking acquisition by a strategic partner.

For information inquiries may be directed to:

J.A. Moak, Managing Director,
International
JHM Executive Alliance
P.O. Box 17054
Fountain Hills, Arizona 85269-7054
or Fax: 602-837-0177 (U.S.A.)

The Joint Administrative Receivers offer for sale the business and assets of

EXPRESS ENGINEERING LTD

(In Receivership)
Express is a well established engineering design and consultancy business. Features include:

- Experienced practical and innovative CAD design team
- Leaders in the application of CAD/CAM into industry from concept design to CMC output
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- Client list includes blue chip international engineering companies

For further details, please contact the Joint Administrative Receivers, Jonathan Sisson and Evan Alexander at Cork Gully, The Atium, St Georges Street, Norwich, NR3 1AG, Tel 0603 619425, Fax 0603 631050.

Cork Gully is registered in the name of Coopers & Lybrand. Details by the Institute of Chartered Accountants in England and Wales to carry on investment business.

N.J. Vooght and J.M. Iredale, The Joint Administrative Receivers of Leisurevision Ltd offer for sale:

Video Rental Franchise with some 85 rental outlets

Customised software for controlling stocks of tapes.
• 85 established franchise sites.
• Annual turnover approximately £250,000.
• Stock of approximately 30,000 tapes.
All enquiries to the Joint Administrative Receivers of Leisurevision Limited, Cork Gully, 9 Greyfriars Road, Reading, Berkshire RG8 7JL. Tel 0734 500336 Fax 0734 607703.

Cork Gully is registered in the name of Coopers & Lybrand. Details by the Institute of Chartered Accountants in England and Wales to carry on investment business.

Developments:

- Winchester - 18-hole golf course near completion plus hotel consent.
- Isle of Wight - Outline consent for 18-hole golf course, hotel and fairway housing.
- Isle of Wight - Existing 90-acre leisure complex including 2 swimming pools, 8 squash courts and part complete 9-hole golf course. Proposals for redevelopment into major leisure complex plus housing.
- Shanklin, Isle of Wight - The pier.
- Bournemouth - Former hotel 400 yards from Bournemouth International Centre.
- Gatwick - Listed Tudor property with consent for conversion to hotel.
- Carnoustie - Consent for 60 room, 4-star hotel.

Development Opportunities:

- Cardiff - 255 acres. Planning application submitted for golf course and hotel development.
- Stratford-upon-Avon - 205 acres with consent for 27-hole golf course and club house.
- Dumfries - Approx. 400 acres with 16th century castle. Planning application submitted for 120-room hotel, two 18-hole golf courses and 600 residential units.

PROPERTY AND CONSTRUCTION**Residential Developments:**

- Isle of Wight - Waterfront apartments development nearing completion.
- North Devon - Final phase of established residential development, partially built and adjoining proposed development site.
- Isle of Wight - Retirement development of apartments and bungalows. Fully completed.
- Southampton - Retirement development nearing completion.

Other Opportunities:

- South of England - Various residential and commercial property.
- North Devon - Construction contract on recently started residential development.

SUPER X LIMITED

(In Receivership)

- Design assembly and marketing of low-cost simulation products.
- Products include 14-seater simulator, low-cost hydraulic motion base with other similar products in advanced stages of development.
- Well equipped development and production facilities situated in Bournemouth area.
- Markets include leisure, civil and military training worldwide.
- Turnover £2.5 million per annum.
- Substantial know-how and technical expertise.
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Enquiries to:

PS Padmore FCA and PRC Densham FCA, Price Waterhouse, The Quay, 30 Channel Way, Ocean Village, Southampton SO1 1XF.

If telephoning on (0703) 330077, please ask for Mark Jenkins. Fax: (0703) 223473.

Price Waterhouse

KPMG By order of Messrs J B R Dare and S S James of Peat Marwick McLintock Joint Administrative Receivers

Milland Place Hotel

MILLAND, NEAR LIPHOOK, WEST SUSSEX

- 18 bedrooms including 4 large suites
- Well appointed restaurant
- Conference facilities
- Excellent public rooms
- Extensive car parking

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SPANISH DEVELOPMENT COMPANY

Residential units now available for sale. Land bank for residential and commercial development with planning consent. Incorporated in Spain with appropriate trading licences.

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Miller

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Situated in Mid-Cornwall close to the A30 and the major holiday resort of Newquay. Turnover £15.000k last year with scope for increased revenue from further attractions including Television Commercial etc. 31 acres in total, Fosbod. Office in the Region of £750,000. Ref L319

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Successful London distributor available for sale or share.

Profits £150,000 p.a.

Write with your company details and valuation guide. principals only. Write Box H7655, Financial Times, One Southwark Bridge, LONDON, SE1 9HL

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Double Glazing Sales and Installation Co.

Turnover 1.2m plus

Pre Tax Profits 120,000 plus

Substantial Order Book

North/North Midlands

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Products Business. Small Profitable Business.

Principals only.

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Chepstow, Gwent

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Three stars

34 bedrooms ensuite

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Planning permission for extension

For further details please contact the Joint Administrative Receiver:

Robert St. J. Buller,
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Tel: 0272 268901
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On the instruction of A.R. Starway,
Joint Receiver and Manager,
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Eight fine provincial hotels offering exceptional value

An opportunity to acquire one or more of eight fine provincial hotels. All the hotels in the portfolio are well positioned to become market leaders in their sectors. Each enjoys considerable commercial and holiday trade and will benefit from a change of ownership.

For further details please contact
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Telephone: 071 799 2121.

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CORPORATE AND ACQUISITION

The Joint Administrative Receivers Offer For Sale The Businesses of:-

Rockville Books Limited

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(In Administrative Receivership)

One of the leading golf and sports publishers

Valuable backlist

In-house design and packaging capabilities

Worldwide reputation

For further information contact the Joint Administrative Receiver, Jonathan Sisson or Mark Pearce at Cork Gully, The Atium, St Georges Street, Norwich, NR3 1AG, Tel 0603 619425, Fax 0603 631050.

Cork Gully is registered in the name of Coopers & Lybrand. Details by the Institute of Chartered Accountants in England and Wales to carry on investment business.

I Cork Gully

Humberts Leisure

The Parkside, Bristol

A high turnover mixed leisure business

High profile property

- One mile from City Centre A4(T)
- 1/4 acre site with 300 parking spaces
- Superbly equipped with a quality inventory

12 months income to October 1989 £1,656,967

Split:

Nightclubs (37%) Restaurant (25%) Bars (22%) Hotel (16%)

For sale complete

Ref: DG

Humberts Chartered Surveyors 25 Grosvenor Street, London W1X 8RE. Tel: 071-629 6700

Fax: 071-9480 4345

FOOD FACTORIES FOR SALE

EEC licensed, Cooked Meat Factory of approximately 10,250 sq ft and a 9,500 sq ft Bakery for sale.

These free

BUSINESSES FOR SALE

**Manufacturer of
Rescue & Recovery Vehicles**

Property and assets of Wreckers International Limited for sale as a going concern:

- Market leader in the manufacture, supply and service of rescue and recovery vehicles and equipment.
- Annual turnover of £3+ million.
- Comprehensive range of manufacturing equipment.
- Occupies 0.7 acre freehold site.
- Strong export market.

For further details contact the Joint Administrative Receiver:

Mr Ipe Jacob

ROBSON RHODES

186 City Road, London EC1V 2NU
Telephone 071-251 1644 Telex: 885734 Fax: 071-253 4629
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Bespoke Joinery

Property and assets of the manufacturing sector of Gilken Contracts Limited for sale as a going concern.

- Manufacturing of bespoke joinery for the hotel, offices and leisure sectors of the industry.
- National customer base established over 30 years.
- Freehold factory and warehouse, Nelson, Lancs.
- Annual turnover of £1.75 million

For further details contact the Joint Administrator:

Mr Ipe Jacob

ROBSON RHODES

186 City Road, London EC1V 2NU
Telephone 071-251 1644 Telex: 885734 Fax: 071-253 4629
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WOS Motor Parts & Accessories Limited

The Joint Administrative Receivers offer for sale the assets and business of this company which has an established reputation as a high street supplier of quality motor parts and accessories in the Kent and Bucks areas.

- ◆ Capable, well motivated workforce.
- ◆ 7 well situated, desirable high street leaseholds.
- ◆ Extensive stocks of good quality motor parts and accessories.
- ◆ Turnover is in the region of £1.7m.
- ◆ Well known name and established customer base.

For further details please contact:
The Joint Administrative Receiver, A P Supperton, FC1 (ref CMH) at Stoy Hayward,
8 Baker Street, London W1M 1DA. Tel: 071-486 5888. Fax: 071-487 3886. Telex: 267716 Horwalt.

STOY HAYWARD

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COMPUTER SOFTWARE FOR LOCAL GOVERNMENT

West Wiltshire District Council is one of the leading providers of software products to local government. The Council has resolved to offer the business for sale to facilitate further expansion and development of its products. The business comprises:

- VME and UNIX software products for local government users including Community Charge and Housing Benefits packages.
- Ongoing software maintenance and support contracts.
- An established software development team with extensive knowledge of local government requirements.
- A facilities management capability, with ongoing contracts.

For further details please write to Martin Hall.

KPMG Peat Marwick McLintock

Richmond Park House, 15 Pembroke Road, Caversham, Bristol BS4 1XK.
Tel: 0172 7732241 Fax: 0172 732941
(Authorized by the Institute of Chartered Accountants in England and Wales to carry on investment business)

WE SELL COMPANIES

N. LONDON - RETAIL KIOSKS - Price point: T.O. 1990 £445K with NP £100K+. Code price £250K+. Tel: 081-5002140
W. YORKS - SUB CONTRACT ENG - 1850K p.a. T.O. 1990. Valuable CFC equity. Solid customer base. Not client driven profit £220K (Ref 220/225/245/250)
NORTHERN BASED - SPECIALIST ENG - T.O. 8590 £1.15M. Expansive potential. Wide customer base. P/H prop £750K+. net current assets (Ref 220/225/245/250)
CARPENTRY/WOODWORKING CONTRACTOR - 1.4M p.a. 1990. 100% PROFITABLE - P/H profits. Current cash balance £100K+. T.O. 1990 £1.15M. P/H prop £250K (Ref 224/234/244/250)
RUBBER PROCESSOR - MIDLANDS - Very profitable. T.O. 1990 £600K
Price £1.5 million +/ net current assets (Ref 221/224/244/250)
GOLD JEWELLERY MANU - LONDON - well estab. Stable Workforce, range of rings and bangles. Good customer base. T.O. Sales c. £2.7M NP approx £575K. Price £1.75M +/ net assets (Ref 224/225/244/250)
Ref 221 ENG CO on 0.65 acre site in centre of E. Sussex Town. T.O. c.£300K strong sales market in heavy plant, estate hire. Sale by profit disposal inc inc £400K inc stock/WIP (Ref 220/225/245/250)
S. COAST - LIGHT MACHINERY DISTR - T.O. £598K with GLP £1.27K. Modern L/H with 3,750 sq ft plus extensions. Price £1.15M plus annual rent £100K (Ref 220/225/245/250)
PLUMBERS MFG/SELLERS - 1.2M p.a. - net assets (Ref 220/225/245/250)
CARPENTRY/WOODWORK MANU - HOME COUNTIES - Beach has operating from 6,000 sq ft p.m. T.O. currently £300K p.a. GLD. £400K +/- net assets (Ref 224/225/244/250)

We should like to hear from principals - whether buying or selling - regardless of sector, size or location.

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L'Histoire de Manon

OPERA GARNIER, PARIS

Manou Lescant returned to her native health this month, when the Paris Opéra Ballet staged MacMillan's *Manon*. And so as not to confuse French audiences, the piece is now called *L'Histoire de Manon*, though in all other respects it is the charmer first seen at Covent Garden in 1974.

The Opéra has levitated a great deal of elegance and eloquence (and money, if operatic appearances are anything to go by) on the staging. Nicholas Georgiadis' designs have been little altered: a few dresses are grander, a few outifts more banal – but this apart, the decorations still provide a vivid image of the ballet itself, rags framing riches, corruption gaudily clothed, vice equated with luxury, poverty the spectre that haunts *Manon*.

The ballet looks fine sounds fine – Barry Wordsworth draws much illuminating detail from the orchestra – and is finely danced. I saw, on Saturday afternoon, the Opéra's first cast: Monique Loudières as *Manon*; Kader Belarbi as her brother; Manuel Legris as *Des Grieux*; and Marie-Claude Pietragalla as Lescant's mistress.

Schubert's 'Unfinished'

QUEEN ELIZABETH HALL

Finishing the "Unfinished" used to be the kind of task for which well-meaning philharmonic societies offered prizes to young composers, whose numerous efforts have long been consigned to limbo. In our more style-conscious times nobody but Schubert himself is good enough. On Sunday evening the Age of Enlightenment gave a "complete" performance, using music almost wholly by Schubert for the missing scherzo and finale, following a new text prepared by Brian Newbold (who some years ago gave us a realisation for Schubert's sketches of his tenth, D major Symphony).

His "finished" is not in fact new in conception. Bach in 1881 a similar version was given at Crystal Palace and in 1971 another, prepared by the late Gerald Alston, was performed at the Royal Festival Hall and elsewhere and subsequently published by OUP. The texts of all three fit the use of *Rosamunde* as the title, on the grounds that it is the right form and the right key and that it is too substantial a piece to sit placidly among the rest of the *Rosamunde* music.

There are arguments for and against the possibility that Schubert actually composed this piece at the E minor symphony's finale, and all of them are inconclusive. Possibly the most solid piece of evidence is the broken-off sketch of the scherzo, which must imply that the symphony was left incomplete; if Schubert was dissatisfied with it that is understandable, for its invention is not strong.

Professor Newbold's new orchestration favours woodwind tone, and this completion of the trio is a finely slender piece of pastiche. Still, except to the ultra-sentimental the two-movement torso is in no sense an integral work, and any attempt to round it out in Schubertian fashion needs to be taken seriously. The enigmatic finale, if too big for

Mendelssohn's *Fingal's Cave* overture, notable for the quietly sombre ring of the natural trumpet, the clarity of the wind writing, the urgency and immediacy of the larger-scale crescendos; and a neatly crafted clarinet concerto by the Finnish composer Bernhard Crassell, a contemporary of Beethoven's whose jumpy times and grasp of the instrument's technical capacities now prevail, excused by all manner of critical exegesis – here the creative disposition of material, there the magisterial articulation of space, there again the metaphysical critique of the modern world –

Stanley Sadie

LEGAL NOTICE

NOTICE TO HEREFORTH OWNERS TO SECURE 40% OF THE INHERITANCE ACT 1986. That a meeting of the unsecured creditors of the above-named company will be held at the offices of the firm of BROWN & NORTHCROFT, 100 FINSBURY AVENUE, LONDON, EC2M 2PF on 28/11/90 at 2.20pm for the purpose of deciding whether it is in the best interests of the estate to make an application to the Probate Registry for the making of a will. The meeting will be presided over by the firm of BROWN & NORTHCROFT, 100 FINSBURY AVENUE, LONDON, EC2M 2PF. The meeting will be presided over by the firm of BROWN & NORTHCROFT, 100 FINSBURY AVENUE, LONDON, EC2M 2PF.

Creditors are invited to attend.

(a) They may withdraw their notice of address at any time up to and including the 28/11/90 unless notice of the date they claim to be due to them from the company and the date has been fixed for the meeting.

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The G7 route to an Emu

FRANCE HAS always been the most passionate enthusiast for stable rates of exchange within the Group of Seven leading industrial countries. France has also long seen the G7 as one of its best levers of influence upon the Bundesbank, effectively its central bank. It was not surprising, therefore, to hear Mr Pierre Bérégovoy, the French minister of finance, call for an early meeting of the G7 in order to discuss the plumping dollar.

There is a sense in the demand. The dollar's plunge has been both swift and steep. On a nominal trade-weighted basis it is now at an all-time low. If the G7 is still interested in exchange rate co-ordination, now is, indeed, an appropriate time to meet.

Things are almost, but not quite, that easy. The co-ordination process has too often been a vehicle for the US administration to impose its inflationary bias upon its partners. This inequality of influence brings the process into dispute. But it is also economically undesirable with highly-inflated Japanese asset prices being just one unpleasant consequence of previous efforts.

On past form, a meeting of the G7 will be used by the US administration to press Japan and Germany into relaxing their monetary policies while still cajoling the Federal Reserve to lower US interest rates, too. If the US is relatively indifferent to inflation, however, it should be forced to keep the costs of that preference at home, something the weak dollar will ensure.

First requirement

In short, the first requirement of any sensible co-ordination process is that it should be symmetrical. Equally important, however, is the requirement that fiscal policy be engaged. Suppose, for example, that a large increase in the fiscal deficit - as in Germany today or the US under President Reagan - makes necessary an appreciation of the real rate of exchange. The central banks of the countries directly affected cannot be expected to allow that appreciation to occur via inflation, even if that is what is the requirement of nominal exchange rate stability demands.

New structures in banking

VIRTUALLY all of the world's large traditional industries - steel, shipbuilding, textiles and others - have gone through a major restructuring in the last two decades as changing markets have caught up with surplus or outdated capacity. It was a painful but necessary process.

Today it is a different industry - banking - which is suffering from the same problem. The increasing signs of strain among many of the world's largest banking communities can be traced directly to the pressures of excessive competition. Too many banks are chasing static or shrinking markets, and the time may have arrived when their number should be reduced.

The case for culling banks needs to be carefully argued, since any reduction in competition would act against the interests of the consumer of banking services. And mergers of banks are not popular because people do not like to see banks becoming bigger and more powerful. But there is a wider public interest at work here. Very few large banks earn an acceptable return on their capital, and some of them are worryingly weak, as the large number of credit downings this year testifies. Unless the banking market is brought into better balance there could be disasters which impose a heavy cost on society at large.

Hard exit

Ironically, many of the banking industry's problems arise from the very measures that society has taken to protect itself against bank failure. The tight regulations which control entry to the banking market make it hard for anyone to effect an easy exit. The number of banks, therefore, continues to rise inexorably. Meanwhile, banks which operate in the market have to comply with demanding capital ratios which force them to take greater risks in order to earn the necessary returns.

The answer probably does not lie in relaxing banking regulations, particularly when the world's banking system has shown itself so prone to mistakes. Banking supervisors are similarly right to be cautious about easing capital ratios.

As Moscow's heavy hand of central control crumbles, something is stirring in the Soviet provinces. On the first of a series of visits to the Urals town of Perm, Quentin Peel finds inhabitants stumbling towards a market system

MOSCOW today is a city of pessimism and confusion. Nobody really knows any longer who is in charge. One day President Gorbachev issues a decree, and the next day it is ignored. One day the Russian parliament passes a declaration of sovereignty, the next it is clear that no one can enforce it.

In September, the Russian parliament approved a drastic 500-day programme for transition to a market economy. In October, the all-union parliament watered it down; its authors declared it unworkable, and warned that hyperinflation had already begun. Yet the plan is on the table and *jeu de mœurs*, is being put into effect in dribs and drabs.

Moscow is not the Soviet Union. The "Tatars in the Kremlin", they Boris Yeltsin or Mikhail Gorbachev, are many miles, and hours of bouncy audible telephone calls, removed from the real life of the Soviet provinces. What is happening at the Urals?

The truth is that as the heavy hand of central control has crumbled, something is very definitely stirring. Politically, the provinces may be months behind the passions of the capital. Economically, however, they may represent the only way to rebuild the shattered economy, stumbling to a market system over the ruins of the central plan.

Take Perm, the last great city of Europe before the Ural mountains. It boasts most of the Soviet squalor which Stalin left behind. Gigantic defence factories dominate its industry, huge secret plants in decaying buildings, still churning out everything from missiles to aircraft engines for a declining military superpower.

All the vast mineral wealth of the Urals has been channelled into heavy industry, metallurgy, engineering, petrochemicals, paper mills and an oil refinery. There are no consumer goods.

Where once the Urals cities were the pride of Soviet power, they are now the symbol of its poverty. The state shops are empty of food at anything approaching official prices. Consumer goods are on sale in Tsum, the central universal store. But the quality of coats and shoes is so poor that nobody is buying, even with subsidies.

There is cheap perfume, but no shampoo. There are queues in the street for bread, and mini-riots for vodka and cigarettes. Disposable western razors sell for Rbs3.50 for five, and video cassettes for Rbs100 - £100 at the old official exchange rate, £23 at the new.

"The only decent meals the workers get each day are in their factory canteens," says Rudolf Mingalov, general director of the Permskoye poultry farmers' association. His chickens never make the shelves of shops. Yet Perm is looking for business. Perm has had about enough of Moscow-rule, and is touting for trade.

Andrei Klimov is 36 years old, an academic economist by training. Now he is a businessman, part-banker, part-politician, part universal salesman. The night they published the new law on commercial banking in Moscow, Andrei never slept, according to his wife, Olga. "He could not wait to begin."

Grandfather Klimov was a commercial banker in Perm in the 1920s, under the New Economic Policy of Vladimir Lenin, the last time the communist system tried to liberalise. The bank disappeared when Stalin re-imposed absolute state control, and now Andrei is determined to revive it. He has also set up a business consul-

Poor people of Paris

■ France under President François Mitterrand has repeatedly indulged an apparently insatiable appetite for hosting international conferences.

The aura of national self-gloryification never far away, is now at an all-time high with the pan-European summit in Paris.

It has attracted 11 foreign heads of state and 27 heads of government. The pomp will peak tonight at a gala dinner and ballet at Versailles, taking Mitterrand's semi-regal pretensions to new heights.

The trouble is that French ambitions have finally outstripped the facilities available.

The so-called international conference centre of the avenue Kleber is far too small for such a gathering.

To accommodate all the visitors, a new building has had to be constructed in the street outside.

The event has attracted several thousand journalists from the international media. They have had to be dispersed to various make-shift centres in other parts of the city where their working and communications facilities are barely adequate for even a few hundred.

The written press has been consigned to an inconvenient theatre in the avenue Wagram. The press kit provided includes a number of historic documents, such as the 1975 Helsinki Final Act, but only in French. It does not include a list of the delegations. And the omission is hardly compensated by an advertising brochure for a Paris department store. One would think that the French government wished to prevent coverage of its pomp and circumstance.

The contrast with the recent European Community summit in Rome could not be more striking. Ten times as many telephones were laid on for the Rome summit as are to be found at today's Paris sum-

mit. And in Rome journalists were provided with tailor-made reverse-charge cards for direct dialling.

The French boast of their technological brilliance in telecommunications, but they seem determined not to show it off in Paris this week.

Inside track

■ David Hale, chief economist at Kemper Financial Services, has climbed an important rung on the profession's ladder of prestige.

He has won the William F. Butler Award as the outstanding business economist of 1990 - dubbed the "Fed-feeder award".

Bestowed by New York Association of Business Economists, it is much-prized, and a sure sign-post towards high office in the US. Previous winners have included Alan Greenspan, now chairman of the Federal Reserve, and Paul Volcker, now chairman of investment bankers James Wolfensohn.

Greenspan, however, need not have any immediate fears. The young Hale, though working as a Pentagon consultant on Japan and defence, swears he is not pitching for a government job just yet.

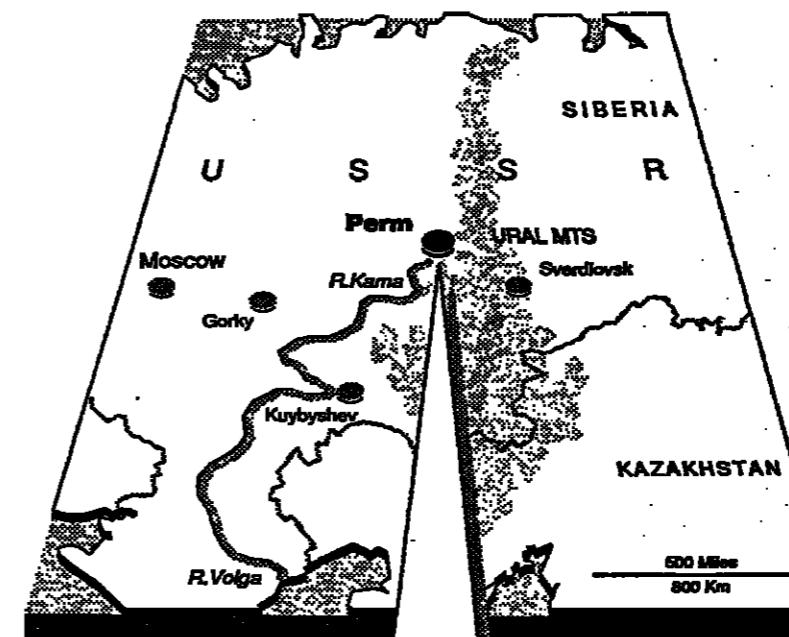
Gold plates

■ An off-beat but potentially valuable economic indicator will be seen and heard at Christie's London saleroom next month.

The occasion is another auction of old and unusual car registration numbers. The first one raised £2.1m for the Exchequer a few months back before the recession began to bite.

The question now is whether hard-pressed businessmen will follow the example of TSB chairman Sir Nicholas Goodison. He will definitely not be

Life amid the industrial ruins



- Perm is the eastern-most city in Europe, and a major industrial centre.
- Population 1.1m; it is an important rail junction between European Russia and Siberia, and port on the Kama river.
- Defence industries account for 70 per cent of manufacturing production.
- The city has an oil refinery, petro-chemical plants, paper, printing and furniture works.
- Resources in the region include oil and gas, coal, iron ore, chrome, copper, lead, zinc, gold and other minerals.
- The climate is continental, with temperatures ranging from -19°C in January to +18°C in July.
- Perm has a university and six institutes specialising in engineering and defence.
- There is very severe pollution from heavy industry.

Then a list of priorities has been set by the regional executive. Top of the list comes land, to be sold to fledgling farmers to boost food supplies. But the question still remains whether the giant old collectives and state farms will be prepared to sell any decent land, and share their monopoly on services, with new kulaks.

Second priority will go to small industrial enterprises, in the hope of boosting production of consumer goods for the local market. Third come shops, restaurants and cafes.

Finally, the council proposes to sell off apartments to their occupants - with great trepidation, not least because of the housing shortage.

"Socially, it may be very destabilising," he says. "Mrs Thatcher may sell

council houses, but we are playing on different battlefields. I wish she had our housing shortage. Then perhaps she might understand."

Sergei Levitan is a radical deputy campaigning for faster privatisation.

For a start he wants all workers to be given their flats free if they have worked a minimum time for their enterprise. As for sales, he knows they may be few and far between.

"I think it would be very naive of us if we think people living in flats, paying very low rents, will rush in to pay a large sum of money. We must raise the rents so that they cover at least the maintenance costs. Then we must allow a property market."

What about big business and foreign investment? In attracting foreign

investment, Perm is severely hampered by its own traditions. For the huge defence sector is probably the last that will move into the market economy. It also remains chronically sceptical about the technologies it may have on offer.

"The main difficulty on our way to a market economy is the structure of our industry," says Sergei Kalyagin, a Perm deputy to the national parliament. "We have too many big enterprises connected with the defence industry. For years they have been subsidised by the state. They have never known difficulties with their supplies, and their raw materials. Psychologically they don't understand the need for a market economy."

At the huge Dzerzhinsky factory, where the directors confess to manufacturing fuses for explosives and mechanical saws for the civilian sector, Mr Valentin Kuchkin, the chief engineer, seems to prove the point. Although the place is obviously teeming with electronics and radio engineers (he is one himself), he will only hint at its technological competence.

As for operating in a market, why bother? "All our production is covered 100 per cent by state orders." What if some vital spare part for the mechanical saws is not supplied, what does he do to find it? He does not understand the question. "We simply tell our customers we regret any delay, but we are sure the plan will be fulfilled by the end of the plan period."

The same legacy of secrecy (Perm was a closed city to foreigners until 1988) applies to the mining industry. Statistics for minerals such as coal, oil and gas, as well as potash and soda, are freely published. Anything sensitive, such as titanium, or even gold and diamonds, is still treated as classified information. The pity is that those are probably the products which might attract large-scale foreign investment. "We are ready to consider concessions in some fields, but not in all," Mr Klimov says.

Inevitably, the overwhelming shortages in the region are at the centre of Perm's hopes for foreign trade and investment. So is anything which might attract hard currency, like tourism. Mr Klimov believes that even Stalin's abandoned camps for political prisoners, dotted all over the region, might attract western visitors.

The one joint venture already set up, Telur, manufacturing basic telephone sets with Spanish parts, illustrates both the problems and the prospects. The telephones produce no hard currency to pay for imported parts - so the joint venture has leased part of a local cement plant. There it manufactures high-quality cement which it supplies to western construction firms in the Soviet Union for hard currency. That pays for the imports. It's mad, but it works.

The last question is whether the old guard will try to stop the pace of change. There is no doubt that many factory managers, especially in the defence sector, are deeply opposed. As for the party, there are slogans on the old houses around the town demanding the resignation of Mr Vevgeny Chernishov, the party first secretary. He sits in isolated splendour in the huge party offices, a stone's throw from the new power centre in the regional soviet.

"I don't really know what I'm going to do," he says. "I cannot guarantee there will not be riots this winter. My time is nearly over anyway. Now you mention it, perhaps I will become a businessman."

TODAY 14 YEARS AGO. KNOCKANDO YOU REMEMBER?

Patricia Hurst, the heiress who was kidnapped 3 years ago by the Symbionese Liberation Army and took part with them in a number of armed bank robberies is released from jail. Her father, whom she had earlier described as a "fascist pig", puts up \$1.5 million in surety.

Britain accuses Idi Amin of a cover-up over the murder of Mrs Dora Bloch, the skyjack hostage who disappeared after the Israeli raid on Entebbe earlier this year.

"Emmamelle" and "Texas Chain Saw Massacre" are both doing good business in the West End.

At the Knockando distillery, another "Season of Distillation" begins. The pure, natural spirit is poured into oak casks where it slumbers unmoled until the day it is deemed fit to be bottled, twelve or more years from hence.

Both dates are recorded on the label. The difference between the two is the age of Speyside's most singular, single malt whisky.



THE VINTAGE MALT

J.P. Dyer 1990

Britain's place in Europe and her relationship with her partners in the European Community are undoubtedly the subjects of anxiety and debate. But ancient loyalties and national identities are not threatened. While it is hard to forecast exactly how institutions may develop, and harder still to say what the political boundaries will ultimately be, there are those who will seek to exploit the discomfort of change, working on people's fears.

One thing is clear. No member state wants to get out; indeed more EEC nations want to join. There are also new generations of British voters who are tired of a political debate conducted in the language of nostalgia. They see their future in Europe and they want Britain to be Europe's leader.

The Community was born of a vision that the drivelines of European nationalism should never again unleash forces of destruction. But the competitive pressures of a shrinking world market place and Europe's relative ineffectiveness in the face of competition from the US and Japan prompted the Community to go further than a mere customs union.

We decided to create in the Single European Act a home market large enough to promote competition and enhance international standards. Thus the British government agreed to share sovereignty on a scale without precedent; not to reduce our influence but to extend it.

But there is a risk we would be foolish to ignore: a two-speed Community in which the enthusiasts drive ahead and the rest of us are dragged along behind. I could never accept such a two-tier approach. There will be those setting the rules and, by the very strength of their economy, dwarfing the remainder. We have to be part of the core of power, not on the periphery.

In practical terms each country retains a wide discretion of action. The rhetoric of continental political cultures is very different from the more matter-of-fact approach of our own, but we should not be fooled by its increased political co-operation certainly, but not political federation.

We advance only by consent, in the pursuit of self-interest. No other journey is sustainable.

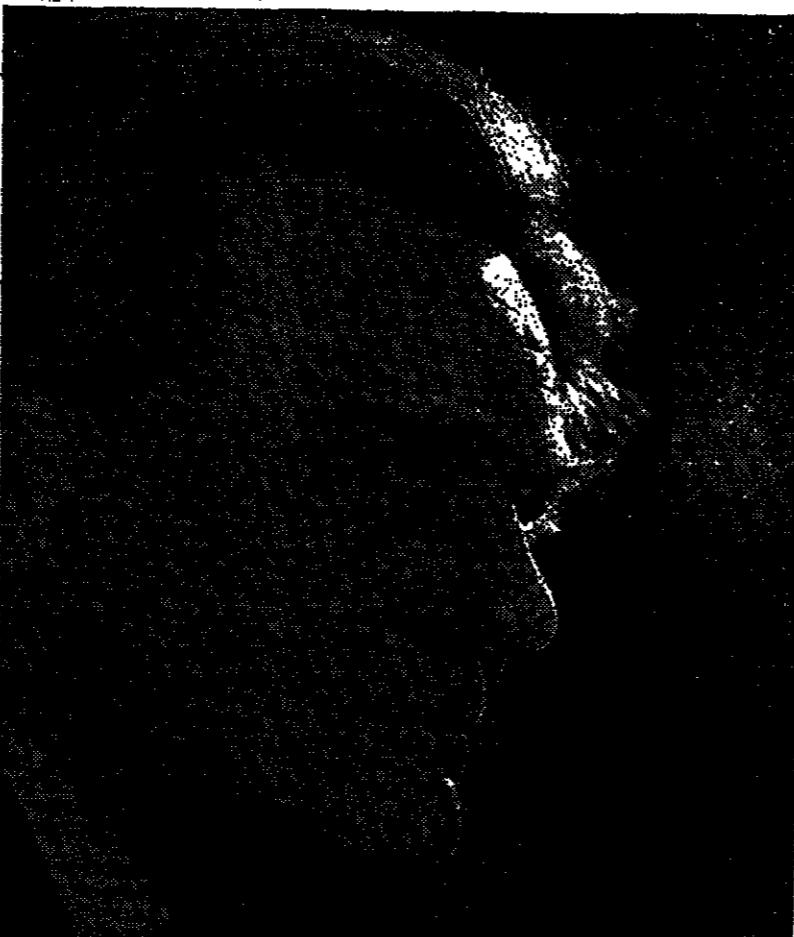
No one is forced to become a member of the "Club of Europe". Not all can be accepted. There are rules to be followed. To influence the rules you have not only to sit at the table, you have to persuade your fellow members. Membership need not be forever. Joining does not remove the right to leave. But if you leave, you leave behind the privileges that first attracted you.

A strong and competitive free-trading market provides the most effective means of enabling free people to satisfy their wishes and needs. Britain can make a distinctive contribution. We can, for example, push our partners into extending privatisation. We can add the Commission's campaign against government underpinning of nationalised industries and other barriers which distort free markets.

The former defence secretary says full participation in EC debate is vital to Britain's national interest

Co-operation, not federation

By Michael Heseltine



"We face some stark choices"

When the original Six established the Community it reflected their own national self-interests. Britain stood apart. As Rab Butler once said: "We just thought it wasn't going to work. We were wrong!" We allowed Germany and France to mould agricultural arrangements to their advantage, not ours, because we refused to participate. We cannot afford to make the same mistake. The consequences for the City of London are critical to

our national self-interest.

We face some stark choices. Are funds to flow to Frankfurt or Paris and industrial investment to the Continent rather than here?

Are we to cling to our own industrial standards and watch them eroded by those agreed by the Community, or are we to join actively in devising Europe-wide standards?

The wind and the tide know no man-made frontiers, so are we to

remain indifferent to the environment of others, hoping we will be unscathed? When the world is searching for international co-operation in environmental protection, British experience should be at the forefront in creating the European model.

- We can share the exploration of space or we can leave the race to others.

- We can sustain a civil aviation industry in European partnership, or go out of business and leave it to the Americans.

- We can pool our research and development programmes, to keep them credible in the face of ever-mounting costs of technological research, or we can try to go it alone. How many programmes can Britain sustain alone?

At the heart of the debate is a failure to understand how the Community works. It is a group of nation states, sharing sovereignty in the pursuit of collective self-interest, not a hidden plot to impose centralised European federalism. I do not believe President Mitterrand will transfer the substance of power from the Elysée to a centralised bureaucracy in Brussels, or that Chancellor Helmut Kohl will exchange his country's newly-achieved sovereignty for that of a distant European parliament. Just try and draft the election speech in which he commands it to the German people! The truth is that the Community is a political market place - a process of wheeling and dealing - as well as an economic market.

There is one area, however, with which we must deal and that is the issue of democratic accountability. And we must avoid alienating the several national parliaments. I would like to see national parliaments drawn directly into Community decisions by sending representatives to a second chamber: a "Senate" of Europe. The people would continue to speak through the elected MEPs.

There are areas where the more effective management of Community resources demands more scrutiny by the European Parliament. But this is not an argument for an all-powerful centralised superstructure. I do not believe that the substance of Euro-

pean political decision-making will shift from the Council of Ministers.

On the economic front, few would dispute that in the post-war world it has been the Bundesbank which has set the inflation standards to which we should aspire. The process has to be a national one, with convergence evolving out of the proper management of each domestic economy. The most certain way is for the Bank of England to enjoy the status of independence bestowed by law on the Bundesbank and to associate on equal terms with the other European central banks. For any European central bank must, in effect, be a court of national central bankers. The control they will exercise over exchange rates will be similar to the discipline Britain accepted under the post-war Bretton Woods agreement. If national governments accept the disciplines nationally that are replicated in a European bank, allegations of infringed sovereignty - while not to be set aside - mean less.

A single currency becomes a practical option only when exchange rates become fixed. If we can manage that, the customer will speak. For who would accept the distortions and cost of volatile currencies? Either a new currency would rapidly achieve common usage or the most widely used national currency would dominate.

No one believes that economic and

There is a risk we would be foolish to ignore: a two-speed Community in which the enthusiasts drive ahead and the rest of us are dragged along behind

monetary union is an experiment lightly to be indulged in. Better to travel - in safe stages - and arrive, than collapse half-way.

The alternative is the increasing dominance of the D-mark. A single currency does not need to abolish "national" currencies. Currencies can have a common value without needing a common name. Following internal revaluation and the exchange of existing currencies for new, we could have Ecu with a different name. In other words a new pound, a new franc or a new mark would all be Ecu.

The way to approach what is happening in Europe was set out by Winston Churchill as long ago as 1948. He said: "I have found it is often a mistake to try to settle everything at once. We know where we want to go but we cannot foresee all the stages of the journey . . . We ourselves are content in the first instance to present the idea of a united Europe in which our country will play a decisive part as a moral, cultural and spiritual conception to which all can rally, without being disturbed by divergences about the structure."

Those words combine both the vision and the pragmatism that I believe the people of Britain want their leaders to display today.

Managing demand

The case for a tax on credit

By Iain Begg and Martin Weale

Britain's seemingly insatiable appetite for credit has revived debate on the merits of direct credit controls.

This question is likely to become more pressing now that the UK has joined the ERM. The interest rate must now be set to keep the exchange rate in its band. Any other means that the chancellor has of persuading the markets that he intends to restrain demand will reduce the need for today's high rates. And if the exchange rate were to strengthen the chancellor might well be forced to reduce interest rates at a time when domestic monetary conditions made this inappropriate.

Direct credit controls require an apparatus which may well be impossible to achieve with modern financial markets, especially with the increased capital mobility that will be engendered by "1992". An alternative to high interest rates is required. A means of making credit more costly to the consumer without imposing a punishing burden on industry. Any new approach must be effective, yet avoid creating distortions of the kind that credit controls do. Our suggestion is to levy a tax on credit.

Outstanding debts could be taxed, but this creates all sorts of difficulties. A stamp duty could be charged on new borrowing, but the treatment of trade credit and overdrafts would be complicated.

These difficulties are avoided if interest payments are taxed instead. The most straightforward way to do this is to make interest payments subject to value-added tax.

This would have a number of advantages as a means of credit restraint. First, it would raise the cost of consumer borrowing without affecting business finance. Businesses would be able to treat it as an input on which VAT paid out could be reclaimed and would thus face no penalty. Second, there is already an established mechanism for collection of VAT, so that there should be little problem or cost in collecting and administering the tax. Third, the loophole of borrowing from abroad, one of the most obvious weaknesses of direct credit

controls, would be closed, since VAT is payable on all imported goods and services (but zero-rated on exports, so that exporters would not suffer).

The imposition of VAT on credit would not run into the main problem faced by traditional control, that of evasion. In the conventional system it was to the advantage of both borrower and lender to find a way round the controls. But with VAT on credit, the lender would have every reason to collect the tax. The courts could not be expected to enforce debts which did not comply with the law, and as a lender who did not collect the tax would not be able to seek redress in the event of default.

VAT on credit would mean an apparatus which may well be impossible to achieve with modern financial markets, especially with the increased capital mobility that will be engendered by "1992".

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Mortgages, for example, might be exempt up to a capital threshold of, say, £50,000. This would reduce the impact on the Retail Price Index, but would not affect the ability of the tax to discourage other types of borrowing. Businesses too small to register for VAT might be similarly exempted.

Though there would be these details to sort out, the advantages of a system which exerts a brake on consumer credit while avoiding penalties on business are obvious.

The authors are in the Faculty of Economics and Politics at Cambridge University

LETTERS

Significance of EC's agriculture offer

From Sir Michael Franklin

Sir, The US secretary for agriculture, Mr Clayton Yeutter, may be right in thinking that the EC's laboriously negotiated offer on agriculture in the Uruguay round of the General Agreement on Tariffs and Trade "would be rejected out of hand by the US Congress" ("US warns on farm reform plan," November 14).

It was by any standards other than those of beleaguered farmers a modest offer. How much further the Community can be pressed to go in the course of negotiations over the next few weeks remains to be seen. But there cannot be much flexibility given the immense difficulty the Commission had in persuading the member states to go as far as they did.

The apparently large gap between the EC's proposed 30 per cent cut in support and the 75 per cent proposed by the US is unlikely to be the most difficult part of the negotiation. By dint of playing with the base period and the number of years over which the commitment is spread, some compromise should be possible.

Whatever cut is agreed this time round can lead to further negotiation in the future. The

quoting down of agricultural support will have to be spread over more than one Gatt round, as was the process of reducing industrial tariffs.

The crunch will come in two areas: export subsidies and import access.

Whether because they don't subsidise their own exports, or because cynically they don't export at all - Japan, for instance - all other countries have lined up behind the US in pressing for a bigger percentage cut on export subsidies than on other forms of support.

It is hard to see the EC conceding on the principle, but it ought to be possible to write in disciplines which bind the EC on the way export subsidies are used and perhaps limits on the quantities which can be subsidised from public funds.

It will be a tough negotiation, but it would be a great pity if the US walked away from the chance to bring the world's agricultural support system, including the CAP, under international regulation and the chance to begin, however modestly, the process of exposing EC agriculture to external market forces.

During the Kennedy Round in 1962, the US turned down an EC offer to bind its agricultural support at the then current level because it did not seem enough. With the benefit of hindsight, this was a mistake. Let us hope it will not be repeated this time.

Michael Franklin,

15 Golby Lane, Barnet

have supposed that the nearest thing we have now to a declared value of the pound

is the retail price index which seems to indicate that the value of the pound is a lot less than the value of 1lb of silver that it once was "declared" to be.

I would be surprised also if the mere declaration that a banknote should be "legal tender" could alone ever confer a value upon that note. A creditor accepts a note because the debt is designated in units of account which are losing value as fast as the note and because the note is more useable to buy things than the debt.

Similarly, a note is acceptable in payment for goods as long as the seller is free to fix the price of the goods he is offering in accordance with his judgment of the value of the money he is accepting.

The words "legal tender" mean nothing unless a price is

fixed at which the exchange under duress is to be imposed.

There never have been, and never will be, sustainable stable prices and stable exchange rates between various monies until money itself has a cost of production, as did gold; or until those who produce paper money can be called upon to deliver goods of equivalent pre-defined value whenever they produce too much of it.

Ivor F. Pearce,
Department of Economics,
University of Southampton

CORRECTION: Tim Congdon's article included the sentence

"Companies are bust if they have no money in the bank; banks are bust if they have money in (or claims on) the central bank but the central bank cannot go bust." The second clause should of course have said "banks are bust if they have no money in the central bank".

Evidence on the advantages of competition and improved efficiency in any sector we care to look at suggests otherwise.

Tim Roseby,
counselor (agriculture),
Australian High Commission,
Australia House,
Strand, WC2

Farmers and the free market

From Mr Tim Roseby

Sir, David Richardson ("The free-traders' flawed ideology," November 13) is right to be concerned about the future of farmers and farming. I question, however, his prescription.

The Uruguay round of the General Agreement on Tariffs and Trade in relation to agriculture is not "flawed and unrealistic". The aim of the negotiations is to define properly the objective of agricultural policy: that is to produce clean, healthy food from a sustainable resource base in the most efficient and cost effective way, and to apply appropriate policy instruments to achieve this objective.

The difference between the administered price and the world price is a welfare payment to farmers. I suggest that if we want to pay welfare to farmers, the mechanism for doing so should be through appropriate rural development policies which are quite separate from agricultural policy.

Will farmers in the UK be better off through the application of supply controls? These simply lock the small struggling farmer into a poverty trap - there is no prospect for expansion or enterprise. Larger, more efficient farmers cannot take advantage of their scale of operation.

Mr Richardson claims that the concept of a free market is idealistic and that few farmers can survive at world prices. The members of the Cairns Group (accounting for 240m people) and others have managed to do so for some time in spite of the immense difficulties imposed upon them by EC and US policies.

Does Mr Richardson really think that if we allowed farmers to farm more efficiently, with less regulation and in an environment where they could realistically seek to cut their costs in order to preserve income, farmers would disappear "in droves" and that "production would decline"?

Evidence on the advantages of competition and improved efficiency in any sector we care to look at suggests otherwise.

Tim Roseby,
counselor (agriculture),
Australian High Commission,
Australia House,
Strand, WC2



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FINANCIAL TIMES

Tuesday November 20 1990



Pru-Bache fined for breaking NYSE rules

By Patrick Harverson in New York

THE New York Stock Exchange has imposed a record fine of \$750,000 on Prudential-Bache, the US securities house.

The fine, for violating NYSE rules and federal securities laws, was announced yesterday along with details of disciplinary action against four other member firms and 28 individuals under the market's tighter enforcement regime.

The cases will automatically be referred to the Securities and Exchange Commission, the main US financial regulatory body, which will consider informing the attorney-general's office for possible criminal prosecution.

Pru-Bache, without admitting or denying guilt, con-

ceded to NYSE findings that between 1984 and 1988 it had broken rules relating to "essential financial and operational responsibilities of a brokerage firm, including net capital and reserve formula computations and possession and control of customer securities". The firm also accepted that it failed to supervise and control "vital" areas of its business operations.

Several violations stemmed from its failure to ensure that its computers could calculate accurately losses, Reserve and net capital totals. The fine had been advised on at least eight occasions in 1986 that its computer capabilities did not provide for accurate and timely allocation of securities.

The firm also consented to a finding that it had failed to exercise sufficient supervisory authority over a trader on the stock exchange floor who had previously been disciplined at another firm for rule violations.

Among other violations, Nomura Securities submitted inaccurate financial reports to the exchange and customers and did not properly supervise or control its business activities. It was fined \$150,000.

The other three member firms censured and fined by the exchange were Butcher Corporation (fine \$125,000), Sterns, Agee & Leach (\$40,000) and AT Brod & Company (\$7,500). Among the 28 individuals

disciplined, seven were barred from the stock exchange, including one who was found to have misappropriated at least \$10,000 from his member firm through fraudulent lunch receipts submitted over a 20-month period. Another individual was barred for the misappropriation of customers' funds.

Pru-Bache said the disciplinary action represented a "resolution of certain issues involving inadvertent violation of technical record-keeping rules". The firm said the fine in its case "reflects the identification by the NYSE that the problems discovered by the exchange involved its dealings with clients."

The NYSE announcement brings to 151 the total of disciplinary proceedings brought this year by the exchange, which expects to top 200 for the full year, against 119 last year and 88 in 1988.

The number of staff employed by the enforcement division has increased from 40 in 1987 to 130 today, said Mr David Docherty, senior vice-president for enforcement at the NYSE.

He said the rise in cases was a result of a "stepping up" of the exchange's enforcement efforts, adding that a strict enforcement programme was essential to deter rule violations and retain the confidence of investors in the market.

Markets, Section II

EC finance chiefs reach accord on VAT

By Lucy Kellaway in Brussels

EUROPEAN finance ministers yesterday reached agreement in principle on how to collect Value Added Tax (VAT) within the Community once frontiers are removed in 1992. But they ignored an urgent plea from businesses to reduce the administrative burden of the proposed system.

Officials from the commission and from member states admitted that the paperwork for businesses in some countries might increase marginally under the new collection system, but pointed out that it would allow companies to dispose of 60m customs forms filled in each year for intra-EC trade.

Businesses have complained

at the requirement to collect quarterly information on all intra-EC trade, broken down by customer. Both Unice, the club of big European companies, and the British Institute of Directors have complained formally about the plans.

The UK declined to give its full support to the proposal until it had further reassured its businesses. However, Mr Francis Maude, the UK minister, expressed confidence yesterday that the proposal would not lead to unacceptable burdens on companies. He said he hoped that the UK would sign up soon.

Other member states also had concerns about the arrangement. West Germany is

worried that the sharing of information between tax authorities in member states could breach its tight data protection laws.

Portugal lost its battle to allow member states to continue to be able to use individual documentation to go with every consignment of goods. The final text of the agreement rules this out, and so Portugal has refused to grant its full support.

These matters are expected to be smoothed out by the next meeting on December 3, when the proposal is expected to be agreed formally.

All member states agreed on the urgency to act quickly, to allow businesses and tax

authorities to make the necessary changes to their systems before frontiers can be lifted by 1992.

The agreement was hailed by the Mr Rino Formica, the Italian finance minister and president of the council, as a vital step towards integration.

VAT has been one of the most difficult matters of the single market agenda. The proposals agreed yesterday are only for a transition period, but they are a far cry from the original proposal which would have collected the tax at a single rate across the community in the same way as it is collected in a single country.

No agreement on investment, Page 2

East German companies 'facing collapse'

By David Marsh in Bonn

THE BONN government fears that many east German companies which specialised in exporting to the Soviet Union and eastern Europe could approach collapse next year as "soft currency" payments arrangements are put on to a D-Mark basis.

Because an estimated 15 per cent of east German industrial jobs depend on Soviet orders, the difficulties faced by the region's shipbuilding and machinery groups are adding considerably to rising unemployment east of the Elbe.

A strong warning signal about large shipbuilding losses has been sounded by Mr Eckart van Hooven, chairman of the supervisory board of Rosstock-based Deutsche Maschinen und Schiffbau (DMS).

A long-standing board member of the Deutsche Bank, he is in charge of the restructuring strategy at DMS, which groups 24 companies from the shipbuilding and related sectors formerly run by the state.

Mr van Hooven says that DMS faces total losses of DM6bn (\$4bn) up to 1993, resulting from a combination of the sharp depreciation of the ruble and an increase in the company's debts after the July 1 currency union. About a quarter of DMS's order book comprises contracts for ships for the Soviet Union.

Up to the end of the year, payments for Soviet orders are being made in transferable rubles, the value of which fell from 4.67 East German Marks up to July 1 to DM2.34 in the

second half of 1990. Next year, when the bilateral clearing facilities for east bloc trade end, the ruble value is expected to fall to around DM1.56.

Economics ministry officials in Bonn say the government has no plans to step in with budgetary help for companies like DMS. Bonn has taken a similar attitude in turning down export credit aid to help sales of 10,000 Trabant cars to Poland. According to the hard-pressed Zwickau car plant in south-east Germany, some 4,000 employees will be put on short-time from December 1.

The Economics Ministry says east German companies relying on orders from the former communist bloc (which accounted for 40 per cent of the former East Germany's

exports) face "a difficult transition phase," with large lay-offs. "There will be a lot of chaos next year," said one official.

The Soviet Union's shortage of D-Marks for payments for east German companies could cause a severe shrinkage of trade next year unless new arrangements are found fast.

Ironically, the Bonn ministry, which in the past has tried to lower the amount of compensation trade with the east bloc, hopes that companies will arrange more barter deals with the Soviet Union to help it surmount its currency problems.

Wood, energy products and ammonium are all product which the Soviets could export westwards in exchange for east German goods, officials suggest.

Bush ready to send food aid to Moscow

By Peter Riddell, US Editor, in Paris

PRESIDENT George Bush publicly acknowledged for the first time yesterday that the US was willing to consider emergency food aid for the Soviet Union this winter if shortages develop.

US officials have become increasingly concerned about the deteriorating economic situation of the Soviet Union and the danger that consequent social and political upheavals would undermine President Mikhail Gorbachev's reform programme.

Mr James Baker, US secretary of state, said on Sunday that the Soviet Union had not asked for US food or money.

The Bonn government last week announced it would this winter provide food aid if needed and has urged other western countries to follow suit.

The US has until now refused to provide direct assistance to Moscow but Mr Bush confirmed the change in approach yesterday when he said that the US "would always be open minded in humanitarian aid if there's a real need there."

"We have certain inhibitions under US law but if there are food shortages, and the US is in a position to help, clearly we'd want to try. And that's the right and humane thing to do as a country moves towards us and relations are greatly improved."

Mr Bush added that the US wanted to try and help with the evolution of market systems in the Soviet Union. "You also want to help new friends when they're in jeopardy."

"I worry about the Soviet

people during the bleak winter coming up if it proves to be as severe as some of the reports indicate."

The legal constraints holding up the submission of last June's US-Soviet trade agreement to Congress are the requirement that the Soviet legislature must liberalise its emigration laws before the US can waive the Jackson-Ban Amendment which opens the way to reducing tariff barriers.

US officials have also been cautious about supplying food both because they see the main problem as being weaknesses in the Soviet distribution system and because temporary help over the winter would still leave empty shelves in the spring.

Consequently, whatever is decided in providing emergency assistance, the US believes the main importance is in providing technical assistance to improvements in Soviet transport.

He adds that number Mrs Thatcher will face intense pressure from cabinet colleagues to stand down and allow other candidates – notably Mr Douglas Hurd, the foreign secretary, and Mr John Major, the chancellor – into the race.

Mr Heseltine's supporters

claimed yesterday that Mrs Thatcher's personal attacks on the former defence minister – she claimed his policies were "interventionist" and "corporatist" – showed that her team was "rattled".

Friends of the former defence minister also attacked Mrs Thatcher's suggestion that the issue of a single European currency might be the subject of a referendum. They cited her public opposition to the then Labour government's referendum membership of the European Community in 1975.

Mr Heseltine, however, found himself under strong attack from Mr Norman Tebbit and Mr Nicholas Ridley, two former ministers, who said some of his policies were closer to those of the Labour party than the Conservatives.

Paris arms declaration

Continued from Page 1
the Soviet Union's long-standing superiority in offensive weapons in Europe, and establish new, equal ceilings for east and west.

The 34-nation pan-European summit, which also gathers together the neutral and non-aligned countries of the continent, winds up tomorrow with the signature of a Paris Charter for the New Europe.

Opening the conference, President Francois Mitterrand of France said: "This is the first time in history that we witness a profound transformation of the European landscape which is not the result of a war or a bloody revolution."

Proclaiming a "glorious day for Europe", Mr Bush paid homage to the courage of those eastern European leaders who

had done so much to promote the human rights principles of the Helsinki Final Act.

Their dreams are being realised before our eyes," he said. "The new democracies of eastern and central Europe have ended decades of repression to rediscover their birthright of freedom."

Mrs Thatcher praised the "fantastic courage" of eastern Europe's new leaders, and urged that Europe continue to focus on human rights.

More seriously, Mr Gorbachev warned against any premature euphoria.

Clearly referring to nationalist tensions in his own country and in parts of eastern Europe, he said it would be "unforgivable if we were to rule out the possibility of future grave conflicts".

WORLDWIDE WEATHER

Aleppo	S 18 20	Berlin	C 16 18	Caracas	C 20 22	Faro	S 22 23	Glasgow	F 20 22	Helsinki	F 18 20	Istanbul	F 20 22	Johannesburg	F 18 20	Kuala Lumpur	F 20 22	Lagos	F 20 22	London	F 18 20	Madrid	F 18 20	Nicosia	F 18 20	Paris	F 18 20	Rome	F 18 20	Tunis	F 18 20																																				
Algiers	S 21 23	Baku	D 15 17	Calcutta	C 15 17	Chile	S 22 24	Copenhagen	C 16 18	Dubai	S 22 24	Durban	S 22 24	Egypt	S 22 24	Edinburgh	S 22 24	El Cairo	S 22 24	Frankfurt	S 22 24	Grenada	S 22 24	Hamburg	S 22 24	Helsinki	S 22 24	Iceland	S 22 24	Jerusalem	S 22 24	Khartoum	S 22 24	Madrid	S 22 24	Malta	S 22 24	Montevideo	S 22 24	Nairobi	S 22 24	Paris	S 22 24	Porto	S 22 24	Rome	S 22 24	Toronto	S 22 24																		
Amman	S 21 23	Bahrain	S 15 17	Bangkok	S 15 17	Bogota	S 15 17	Brisbane	S 15 17	Buenos Aires	S 15 17	Bulawayo	S 15 17	Calcutta	S 15 17	Caracas	S 15 17	Chile	S 15 17	Colombia	S 15 17	Dakar	S 15 17	Doha	S 15 17	Dubai	S 15 17	Durban	S 15 17	Edinburgh	S 15 17	El Cairo	S 15 17	Frankfurt	S 15 17	Grenada	S 15 17	Hamburg	S 15 17	Helsinki	S 15 17	Iceland	S 15 17	Jerusalem	S 15 17	Khartoum	S 15 17	Malta	S 15 17	Montevideo	S 15 17	Nairobi	S 15 17	Paris	S 15 17	Porto	S 15 17	Rome	S 15 17	Toronto	S 15 17						
Alger	S 2 4	Abu Dhabi	S 31 33	Aden	S 31 33	Antananarivo	S 31 33	Antwerp	S 31 33	Asuncion	S 31 33	Barbados	S 31 33	Bogota	S 31 33	Brisbane	S 31 33	Buenos Aires	S 31 33	Bulawayo	S 31 33	Calcutta	S 31 33	Caracas	S 31 33	Chile	S 31 33	Dakar	S 31 33	Doha	S 31 33	Dubai	S 31 33	Durban	S 31 33	Edinburgh	S 31 33	El Cairo	S 31 33	Frankfurt	S 31 33	Grenada	S 31 33	Hamburg	S 31 33	Helsinki	S 31 33	Iceland	S 31 33	Jerusalem	S 31 33	Khartoum	S 31 33	Malta	S 31 33	Montevideo	S 31 33	Nairobi	S 31 33	Paris	S 31 33	Porto	S 31 33	Rome	S 31 33	Toronto	S 31 33

Temperatures at midday yesterday	C-Chicago	D-Dublin	F-Far	F-Far	G-Geneva	G-Geneva	H-Hel	H-Hel	I-Irel	I-Irel	J-Johannesburg	J-Johannesburg	K-Kuala Lumpur	K-Kuala Lumpur	L-Lagos	L-Lagos	M-Montevideo	M-Montevideo	N-Nicaragua	N-Nicaragua	O-Ottawa	O-Ottawa	P-Porto	P-Porto	Q-Quito	Q-Quito	R-Rome	R-Rome	S-Santiago	S-Santiago	T-Toronto	T-Toronto
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FINANCIAL TIMES COMPANIES & MARKETS

THE FINANCIAL TIMES LIMITED 1990

Tuesday November 20 1990

INSIDE**Japanese banks announce merger**

Another round in the deregulation of Japan's financial sector took place yesterday with the news that the San-in Godo Bank and Fuso Bank have agreed a merger. The move highlights the competitive pressure put on smaller banks — Fuso admitted that the reason behind the merger was its declining profitability — and is unlikely to meet opposition from Ministry of Finance. Page 24

Life after Death Valley**US BORAX**

Borax, which traces its roots to the discovery of boron in California in 1881, is expanding the non-industrial uses for the mineral. Boron is now considered to have healthy research prospects as wood preservatives, pesticides, amorphous metal alloys and fire retardants. The well-known corporate image of the 20-strong mule teams that first hauled borax through Death Valley in the last century is expected to appear on a host of new consumer products soon. Page 31

Dull showing for Goldsmiths

Goldsmiths Group, the UK jewellery retailer which joined the stock-market in February, yesterday revealed a hefty fall in interim pre-tax profits due largely to higher interest rates and higher rents. Although turnover was up to £18.1m (£35m) from £16m, taxable profits plunged to £44,000 from £880,000. Jurek Pleszak, chairman and chief executive (left), said that it was difficult to predict the outcome for the full year. Page 29

Stocks of rural loyalty

Small stock shops in provincial Japan are the front line in the battle to boost depressed share turnover levels. Companies and brokers are wooing the small rural investor who has proven reluctant to sell his shares. Loyalty is the principal feature of this hearty band of small shopkeepers and pensioners who gather around TV monitors daily to calculate the state of their modest portfolios. Page 27

Sail blowing in the wind

Renewable sources of energy, once the fashionable alternative to Opec domination of world oil markets, are under the spotlight again because of pressure to curb pollution caused by burning fossil fuels, and to reduce reliance on nuclear power. But the issues of capital cost and unrealistic pay-back periods are threatening many projects. Page 32

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Chief price changes yesterday

FRANKFURT (DM)			
Alus	100	Citibank	100 + 12
Alus-Hyp	224 + 17	Siemens	203 + 35
Alus-Metals	170 + 12	Pirelli	200 - 5
Deutsche Bank	355 + 15	Unilever	406 - 8
Hoch	217 + 14	Verneuil Glass	507 - 18
KHD	165 + 15	Wittwer AG	555 - 19
Zanders	235 + 8	Yokohama	200 - 10
West	220 + 10	Yours	200 - 10
Frankf. Ins.	32 1/2 + 4	Fujitsu	204 + 34
Frankf. Ins.	161 1/2 - 2	Mitsubishi Heavy	603 + 11
Ges. Met.	144 - 1	Mits.	206 + 7
Recon	11 - 1	Mits. Steel	412 + 12
US Bancorp	725 - 10	Sony Electronics	225 + 9
Wieso	554 + 15	Fujio	1500 - 80

New York prices at 22.30.

LONDON (Pence)			
Miles	100	McLaughlin & H	100 + 10
Bovis	50	General	57 + 7
Brown	461 + 19	Tate & Lyle	200 + 10
Brent Walker	110 + 21	Thorn EMI	507 + 18
Enterprise Oil	620 + 12	Yard & Volar	702 + 9
Enron Gas	50		
First New	150 + 15		
Granit Int'	200 + 15		
Goldman	748 + 17		
Inchespey	241 + 12		
Kerrill Systems	158 + 8	Taylor Bus	1732 - 3
Lotto	205 + 10	WPP	270 - 20

FINANCIAL TIMES**COMPANIES & MARKETS**

Tuesday November 20 1990

Philips forecasts Fl 4 bn loss

By Alan Cane in London

PHILIPS

, the troubled Dutch electronics group, shock investors yet again yesterday with a forecast that net losses for 1990, at more than \$1bn, would be double earlier estimates.

It said it expected to finish the year Fl 4bn (\$2.4bn) in the red rather than the previously projected Fl 2bn down.

Mr Jan Timmer, who took over as president of Philips earlier this year and who has been overseeing a profound restructuring designed to restore the company to profitability, warned last month that the expected Fl 2.7bn costs of the programme might grow, but observers yesterday were taken by surprise by the

scale of the change. The charges will be incurred in carrying through a programme of redundancies which are expected to rise to between 35,000 and 45,000 out of a total workforce of 285,700. Group sales for the half year to end-June were Fl 26.3bn.

The company said in statement that it intended to take a charge of an extra Fl 1.9bn.

"Including the provision of Fl 2.7bn announced on July 2", it went on, "this means that an extra Fl 4.5bn will be charged to the 1990 results". It also said that it expected it would return to profit in 1991. Analysts yesterday were treating that claim with a degree of scepticism.

The announcement is the latest in a series of unpleasant shocks that Philips has given the international investment community this year, starting with a dramatic fall in first-quarter operating income. Announced in May, it seemed to some as much of a surprise to the company as to investors and that badly damaged the company's credibility.

Philips' share price moved fractionally up yesterday, from Fl 19.20 to Fl 19.30.

One analyst argued that the shares had had a low and that investors would not be wise to sell out at that price. Philips has declared its intention of solving its own problems, but there is nevertheless speculation that sale of parts of the company could not be ruled out. Matsushita of Japan is thought to be interested in acquiring its component manufacturing plants.



Timmer: warned on costs

D-Mark and costs hit BASF profits in quarter

By Andrew Fisher in Frankfurt

BASF, the big German chemicals group, was hit hard in the third quarter of this year by the D-Mark's strength against the dollar, the sharp rise in raw material costs caused by the Gulf crisis, and economic weakness in such markets as the US, Britain and Scandinavia.

Pre-tax profits slumped by 42 per cent to DM600m (£307m), a sharp acceleration of the 31 per cent decline in the second quarter. For the nine months, BASF's profits were 28 per cent lower at DM2.3bn.

Volume sales were 3 per cent higher, but the inability to pass on higher raw material prices meant that group nine-month turnover was 3.3 per cent down at DM34.7bn.

Firstly, Hutchison had done three years of detailed homework and has a more structured, professional management. Secondly, British Telecom of the UK was the technological partner. BT would have found it far less easy than US West to walk away from a high-profile project in a British colony.

Analysis said that the BASF quarterly result was roughly in line with expectations.

The drop in profits was rather steeper than at Hoechst, where third-quarter profits fell by 37 per cent to DM631m, reflecting the greater degree of vertical integration at BASF.

Mr Strube said group results should be viewed against the strong performance in 1989, when pre-tax profits rose by 18 per cent to DM4.4bn.

Profits at the nine months' stage this year lay exactly between those achieved in 1987 and 1988. BASF also intended to keep up the pace of its capital spending, with a 10 per cent rise this year to DM4.3bn.

Since the Gulf crisis began, BASF has put up prices of petrochemical derivatives such as polyolefins, but not by enough to offset the doubling of crude oil and naphtha costs.

Thus, earnings in August and September were very unsatisfactory, although October brought a slight improvement. Mr Strube said further price rises were unavoidable.

BASF also wanted to hold down increases in labour costs by reducing staff in areas not directly concerned with production or sales.

This would happen through the non-replacement of employees leaving the company and not through redundancies.

Away game problems for strong home side

Hong Kong companies face difficulties in their attempts to diversify, reports John Elliott

Hong Kong's entrepreneurs and leading companies are finding it difficult to diversify from the traditional money-spinning areas of property, trading and shipping. The companies have outgrown their original businesses and are seeking safer investment havens as the colony approaches its return to Chinese sovereignty in 1997.

The collapse last Friday of Hong Kong's cable TV franchise was the latest attempt at diversification to run into trouble. The consortium involved included two of the colony's largest groups, Sir Yen Kong-Pao's Wharf Holdings and the Kwok family's Sun Hung Kai Properties. Both groups were treading unfamiliar ground.

Wharf's attempts to dominate the project — it had the largest stake at 28 per cent — were part of the problem. Mr Peter Woo, Wharf's chairman and a son-in-law of Sir Y.K., was forced to resign from the consortium chairmanship last January after a boardroom row in which US West (with a 25 per cent stake) is believed to have played an important part.

By then, Sun Hung Kai had lost confidence because it was worried about long pay-back periods. It planned to drop its 27 per cent stake to 11 per cent. Shaw Brothers, which has conventional TV interests in Hong Kong, had doubts and eventually planned to drop from 10 to 4 per cent. Cordial, the Belgian cable TV company with a 10 per cent stake, was also rumoured to be unhappy, while US West became more worried and disillusioned about its foray into Asia.

Carrie television was Sir Y.K.'s third failure to break into a new area. In the past two years, he has abandoned a 19 per cent stake in Standard Chartered Bank and a controlling stake in Dragonair, Hong Kong's fledgling airline.

As had happened with other people's ventures, Sir Y.K. underestimated the problems of doing business outside Hong Kong and of working with foreign interests: outsiders might not understand Chinese family business attitudes or welcome active Hong Kong Chinese involvement in ventures overseas.

In Standard Chartered, Sir Y.K. was frustrated that he could not wield extensive influence; he had taken his shareholding as a white knight to help fend off a takeover bid. With the seeds of the collapse now sown, he underestimated the problems of doing business outside Hong Kong and of working with foreign interests: outsiders might not understand Chinese family business attitudes or welcome active Hong Kong Chinese involvement in ventures overseas.

Prudential closed 100 of its agencies in 1989 and a further 175 in July this year. In the sale, to be handled by merchant bank S.G. Warburg, analysts believe that even if Prudential gets \$250,000 per branch, the company will be left with losses of at least \$100m.

Prudential lost £48.9m on its estate agency operations last year. Royal Insurance, which has the biggest estate agency network of people attracted into the housing market during the mid-1980s.

Underpinning the rationale of the move was the popularity of mortgage endowment policies — which allow home owners to repay their mortgages with the proceeds from a policy related to life assurance. Endowments are the most common form of repaying a mortgage in the UK.

However, Prudential, in common with other insurers which entered the estate agency

F

INTERNATIONAL COMPANIES AND FINANCE

WPP sees price of shares tumble on profits warning

By Alice Rawsthorn in London

WPP GROUP, the world's largest marketing services company, yesterday saw its share price plummet by 113p to 279p after it issued a profits warning.

Mr Martin Sorrell, chief executive, said WPP had been affected by cuts in marketing budgets "across all areas of the business".

However, he said that the cuts had been most severe in media advertising, particularly in the US and the UK.

Last week Scali McCabe Sloves, one of the group's New York agencies, resigned the \$40m advertising account for Volvo, its largest and oldest client. The account loss followed the controversy over Volvo's admission that some of

SMS's advertisements for the company had been faked.

However, Mr Sorrell said that, even without the Volvo debacle, this year's profits would not have met expectations.

The group's other agencies, Ogilvy & Mather and J. Walter Thompson, are also suffering from the slowdown in the advertising markets of Brazil, Canada, Australia and Scandinavia as well as the US and UK.

He said WPP first detected the downturn last month and then reviewed its forecasts for the fourth quarter, the busiest time of its year. When WPP published its interim results in August - showing a 77 per cent increase in pre-tax profits

to £46m (£89.7m) on revenue of £226m for the six months to June 30 - Mr Sorrell was confident about the prospects for the full year.

The profit warning follows months of speculation about WPP's financial stability. Its shares have fallen sharply recently - from more than 360p a year ago - because of investors' concern about its heavy debts.

Analysts were concerned about the impact of the profits fall on WPP's finances. The group is burdened by net debt of around £200m - from its acquisitions in the late 1980s.

However, Mr Sorrell insisted that the group was still operating within the terms of its banking agreements.

Atlas Copco advances to SKr1bn

By Robert Taylor in Stockholm

ATLAS COPCO, the Swedish mining, construction and industrial equipment manufacturer, yesterday reported a 9 per cent increase in profits after financial items) to SKr1.1bn (\$186m) for the first nine months of 1990.

Sales rose by 11 per cent to Skr1.6bn. Earnings per share rose to Skr27.15 from 25.05, while return on capital cased to 20.2 per cent from 20.3 per cent.

"The results are a warning signal," Mr Tom Wachtmeister, the company's chief executive, said yesterday.

"Companies are postponing

their short-term purchasing decisions because of the uncertainties that have hit businesses since the Gulf crisis began.

Atlas Copco was already feeling the effects of a downturn in demand in the North American market because of the general recession in the auto industry.

Now the difficulties have spread, particularly in mining and construction though sales in our continental European markets continued to rise in the third quarter.

"Our last quarter will not be as good as we expected and the

downturn will also influence our results next year," admitted Mr Wachtmeister.

Atlas Copco finds itself in an increasing price-cutting war with its main competitors in the construction and mining equipment market where earnings this year have fallen so far to Skr27.15 from Skr25.05.

Yesterday, the company announced it was seeking a listing for both its A and B shares on the London Stock Exchange.

Mr Wachtmeister said he hoped that the company would be listed from early next month.

ETVA to sell stakes in 15 companies

By Kerin Hope in Athens

THE state-owned Hellenic Industrial Development Bank (ETVA) plans to sell majority shareholdings in 15 companies, among them Hellenic Shipyards, the largest ship repair facility in the eastern Mediterranean.

The disposals will be carried out in accordance with the government's privatisation programme which aims at shedding almost 90 state-controlled companies over the next 12 months.

The ETVA companies on offer include three shipyards, seven mining and mineral processing operations and a fertiliser plant.

Although combined borrowings of the companies total Dr74bn (\$4.93bn), potential investors are showing interest in view of the bank's plans to restructure the larger companies, ETVA said.

However, restructuring of the shipyards and the fertiliser plant must be approved by

European Commission officials for compliance with competition rules, the representative added.

Hellenic Shipyards, acquired six years ago from Mt Stavros Niarcho, the Greek shipping tycoon, during a prolonged shipping crisis, made losses of Dr2.7bn last year on turnover of Dr13.08bn. In 1991, the yard will start work on a \$1.27bn order from the Greek navy for three German-designed Meko 200 frigates.

Canadian Pacific Limited

Canadian Pacific Limited had net income for the third quarter of 1990 of \$74.3 million, or 23 cents per Ordinary share, compared with \$213.4 million, or 67 cents per share, in the corresponding quarter of 1989. For the first nine months of 1990, net income was \$252.1 million, or 79 cents per Ordinary share, compared with \$554.5 million, or \$1.75 per share, in the first nine months of 1989. Results in 1989 included income of \$78.1 million, or 25 cents per share, from discontinued operations. This consisted mainly of a third quarter gain on the sale of the company's bulk shipping business.

Consolidated Income (unaudited)					
In millions of \$US, except per share data					
		3rd Quarter		Nine Months	
Transportation and Waste Services	\$ 17.2	\$ 26.5	\$ 107.9	\$ 168.8	
Energy	49.5	41.4	117.3	117.0	
Food Products	0.5	3.0	3.5	14.9	
Real Estate and Hotels	24.3	48.2	48.7	72.5	
Telecommunications and Manufacturing	(17.2)	(3.3)	(31.9)	72.2	
Income from continuing operations	74.3	212.4	232.1	478.4	
Discontinued Operations	-	70.7	-	78.1	
Net Income	\$ 74.3	\$ 284.1	\$ 232.1	\$ 554.5	
Average number of Ordinary shares outstanding (millions)	318.6	317.5	318.5	317.2	
Earnings per Ordinary share	\$ 0.23	\$ 0.87	\$ 0.78	\$ 1.60	
Income from continuing operations	\$ 0.23	\$ 0.90	\$ 0.78	\$ 1.75	
Net income	\$ 0.23	\$ 0.90	\$ 0.78	\$ 1.75	

Consolidated revenues from continuing operations were \$2,601.9 million in the third quarter of 1990 compared with \$2,650.3 million in the third quarter of 1989. Revenues for the first nine months were \$7,866.0 million compared with \$7,933.1 million in 1989.

The lower income in the third quarter resulted largely from poor forest products markets, the slowdown in the North American economy, and the fact that last year's earnings included significant non-recurring gains in the telecommunications and manufacturing sector. On the other hand, PanCanadian Petroleum's results benefited from a surge in oil prices following Iraq's invasion of Kuwait in August.

Continued weakness in the company's results is expected in the fourth quarter. Markets for forest products are not expected to improve and the downturn in the North American economy will affect revenues and profit margins throughout the company's operations. However, PanCanadian's results will continue to reflect exceptionally high oil prices as long as the Persian Gulf crisis persists.

For more information, please write to: Denis Keast, Director, Financial Services, Canadian Pacific Limited, 62-65 Finsbury Square, London WC2N 5DY

Northern Feather goes into receivership

By Hilary Barnes in Copenhagen

NORTHERN FEATHER (NF), the Danish duvet, home furnishing and auto textiles group, went into receivership yesterday, triggering what promises to become an important business scandal.

The company's executive chairman, Mr Johannes Petersen, responsible for expanding a relatively small domestic business into a sizeable international group, died suddenly at the weekend, helping to precipitate the crisis.

The troubles at NF, which has a turnover of about Dkr2.6m (£460m) and manufacturing plants in the UK and the US, has moved towards a climax because a strategic alliance with textile groups in the US, Japan and Germany, announced in September, was never completed, according to the German partner, Hofkammer des Hauses Wurttemberg.

The group's other members were Tatsumura of Japan and Mount Vernon of the US. Shareholders were told at a meeting in September the three companies were taking equity stakes in NF. But last Friday, NF told the Copenhagen Stock Exchange the Hofkammer des Hauses Wurttemberg had not invested in NF. This led to the immediate resignation of two supervisory board members, Mr Jorgen Basse and Mr Arthur Schmidgelow. Yesterday, NF's managing director, Mr Anders Wergen, also stepped down.

NF has been criticised in Scandinavia for frequent changes in accounting principles. The Copenhagen Stock Exchange has made several complaints to the company about levels of disclosure.

The Swedish government rejected a proposed banking link-up between Swedish bank Sparbankerna and the National Post Office, Reuter reports from Stockholm.

State-controlled Nordbanken, which until recently had a preferential access agreement with the Post Office, opposed the alliance. The Post Office should not be allowed to own parts of a bank, but could co-operate with banks, the government said.

Air France will sell some of its existing shares in Meridien, which will also be issuing new equity. As a result, the national carrier's 100 per cent ownership of the hotel group will fall to 57.31 per cent.

Man from the Pru closes the door

Richard Lapper and David Barchard on a property market U-turn

ON the surface, yesterday's announcement by the UK insurance and financial services company Prudential that it is to sell its network of 500 estate agencies could be interpreted as an embarrassing about turn, reversing a strategy begun as recently as 1985 and potentially incurring heavy losses. Prudential paid £230m for the network. At present prices it seems unlikely to receive more than £200m (£33m).

Yet the decision also shows a willingness by chief executive Mr Mick Newmarch to stick firmly to his stated strategy, developing the Pru's business in areas where he believes the company can establish a presence as an international market leader, principally in medium and long term savings.

"They may lose face but this was a brave thing to do," said Mr Chris Pounder, an insurance analyst at Morgan Stanley.

In response to market speculation that the Pru might even consider diversification away from core life assurance business into a broader range of financial services activities, Mr Newmarch hinted that future expansion might well encompass the development or acquisition of a deposit-taking business.

Asked specifically whether market rumours that he might be interested in buying a bank were well founded, Mr Newmarch said there are "lots of options but no clear opportunities". He pointed out that when life policies are cashed in, the proceeds are often transferred into one of the Pru's investment products but into a bank or a building society deposit. "We pay out the maturing proceeds of life insurance contracts to our competi-

tors. I would like to comment on ways we wouldn't have to do that."

Like other insurers who have bought chains of estate agents in recent years, Prudential believed it could boost sales of life insurance and savings policies. "We thought the estate agencies would allow us to build a relationship with the market on the High Street bringing us access to people, especially younger people, to whom we could sell other products," Mr Newmarch said.

THE experiment had worked in a narrow sense with steady sales of mortgages and mortgage endowment policies through the agency.

But Mr Newmarch said there had been less success in "cross selling" other products such as pensions, unit-linked savings products and personal equity plans.

"It is clear that you can sell core products but the incremental investments you would need to carry out don't add up." Prudential would concentrate future sales efforts through conventional distribution channels.

Pru closed 100 agencies last year. After a nine month review by Cooper Lybrand & Deloitte in July, it said a further 175 had now decided that it was prepared to make the scale of investment necessary to expand the business.

"Basically, it required an investment of time, resources and management which would not have been rewarded with increased earnings," Mr Newmarch explained. Although there was no doubt that the

housing market had now bottomed out, holding on to the network until the market recovered would have entailed further losses.

Other insurers also been losing money on chains of estate agents acquired in recent years. Royal Insurance and General Accident lost £20.5m and £23m respectively on their operations last year. Yet there are few signs at present that other large players in the estate agency market show signs of following Prudential and pulling out.

Mr Brian Gladwyn, chief executive of Royal Insurance's chain, the largest in the UK, says: "My personal view is that in the personal financial services market it is who is the first person to get at the power that matters, and that is the estate agent."

The development of our estate agency network has been and remains a key element in our strategic plan to provide an all round customer service," says Mr Jim Strel, chief executive of Halifax Building Society which owns the second largest agency chain with 300 residential branches. Halifax's network has grown 22% last year.

Royal and Royal believe that though their losses have been heavy, they have been mitigated by their decisions to retain the local character of their agency branches as far as possible.

Prudential seems to have had a more monolithic approach to its estate agency business, and an found a flexible response to the depression in the housing market harder to achieve.

Fiat arm forms financial accord with Spanish bank

company, Prima Hispano.

Prima Hispano will handle a range of financial services, including real estate and financial investment funds and merchant banking.

The two groups will also launch two new investment funds. One will be a closed-end real estate investment fund that will invest in Italy, Spain and France, the other a balanced fund that will invest on European financial markets.

Air France hotels unit plans FF770m expansion

By William Dawkins in Paris

UN-NAMED outside investors will pay FF150m for a 26.18 per cent stake in the company, valuing it at FF1.1bn, or 17 times the earnings forecast for 1990. The balance comes from a broad joint venture accord in financial services between the two groups. AP-DJ reports from Madrid. In return, Banco Hispano Americano will take a 2 per cent stake in Rida.

Under the accord, Rida and Banco Hispano Americano will set up an equally-held

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Financial Times Tuesday November 20 1990

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WOULD YOU ASK AN AMATEUR WHICH ONE TO CHOOSE?

Today, since the financial market has the world as its playing field, it's important to know how to play the game and to have available the most appropriate instruments. And to have the backing of a partner capable of offering in-depth professional experience. In the City, for example, BCI has been present since 1911. This long tradition has put us in a privileged position compared to other foreign banks, enabling us to develop extensive experience in this prestigious financial centre. We have specialized capabilities in the major markets including that of syndicated loans, eurobond offerings, trade and acquisition finance, corporate finance, currency and interest rate swaps, currency options and other innovative products. In the playing field of the lira we are, without question, the number one. If you want to be a leader in your game, ask BCI. We can offer you the winning mix of innovative solutions and individual creativity.

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INTERNATIONAL COMPANIES AND FINANCE

Notice to Holders of Shares with
Warrants to Subscribe for
New Shares in Wilrig AS



(Incorporated and registered in Norway with limited liability)

Under the terms of the Rights Issue of new shares in Wilrig AS, the holders of shares with warrants attached ("Warrantholders") may exercise the warrants to subscribe for additional shares on December 3rd, 1990 on the following terms and conditions:

1. Each warrant gives the right to subscribe for one new share.
2. Subscription forms giving full details of payment and subscription procedures will be sent to the Warrantholders at their registered address.
3. Warrantholders wishing to exercise warrants on December 3rd, 1990 must make payment in full of NOK 127 per new share to Wilrig AS by this date.
4. The new shares issued upon exercise of warrants will entitle the holder to any dividends declared, made or paid in respect of the financial year ending December 31st, 1990 and thereafter.

Under the terms of issue of the warrants, December 3rd, 1990 is the final exercise date, after which they will expire and be of no further value.

For further information, please see the Offering Circular dated April 5th, 1990 which has previously been mailed to the shareholders.

Oslo, November 19th, 1990 The Board of Directors of Wilrig AS

Approved by County NatWest Limited
a member of The Securities Association

This announcement appears as a matter of record only.

October, 1990



through its wholly owned subsidiary Treasure Holding IAS
(both incorporated and registered in Norway with limited liability)

has acquired

The semi-submersible drilling units Penrod 76 and Penrod 77
together with additional equipment and certain options
to purchase three additional drilling units

from

The Penrod Drilling Corporation

Acquisition Loan Funding Provided by

Citibank, N.A.

Adviser to Wilrig AS in this transaction

Theisen Securities Limited

Move to accelerate Manville compensation

By Martin Dickson

AN AGREEMENT was announced yesterday which could end years of legal wrangling over compensation to people whose health was damaged by asbestos products made by Manville, the US industrial group. Proposals were filed in a New York court for a settlement of a class action suit involving asbestos victims and the Manville Trust, a body set up to assume all legal liabilities for health claims against the company.

Manville was forced into Chapter 11 bankruptcy in the early 1980s by claims from asbestos victims, but the establishment of the trust as a separate entity, funded by the company, enabled it to emerge from Chapter 11 two years ago.

Since then, however, the trust has experienced a severe shortfall of funds, as a result of which victims faced a wait of 10 to 20 years before they received compensation.

Yesterday's package, which still needs to be approved by the courts, contains two elements: a refinancing agreement, under which Manville will inject more money into the fund; and a new system of processing claims designed to speed up the compensation process and make it more equitable.

The refinancing plan, announced in outline last September, involves the trust converting convertible preferred stock it holds in Manville to common stock, giving it 80 per cent of the group's common stock.

This will entitle it to \$520m of up to \$650m in special dividends the company will distribute over a seven-year period, depending on its future financial performance.

The trust will also be able to swap \$1.5bn of Manville bonds for new ones which it can sell more easily.

The new compensation system involves paying claims most rapidly to those who are most ill. They will receive compensation during the first two years after the plans begin. Some 23,000 people are estimated to be involved.

Payment to less seriously injured claimants will not begin until the third year. There are already 100,000 of these claims and many more are expected.

The previous settlement process was widely criticised for the amount of money eaten up in legal fees. As part of yesterday's deal, plaintiffs' lawyers have agreed to reduce their fees to a maximum of 25 per cent of funds paid out to their clients, compared to levels of 40 per cent or more, which are common in some parts of the US.

The settlement also provides for the dismissal of nearly all lawsuits against the trust, which should save it hundreds of millions of dollars in legal fees and free the court system of tens of thousands of cases.

Spanish theme park stake changes hands

ANHEUSER-Busch Companies, the largest US brewer and a big operator of theme parks, has agreed in principle to sell its controlling interest in a multi-million-dollar theme park project in northern Spain to Tibidabo SA, the Spanish amusement park company, AP-DJ reports.

CBS warns of fourth-quarter loss

By Martin Dickson in New York

THE deteriorating US advertising climate was underlined yesterday when CBS, the US media group, forecast fourth-quarter losses and said its 1991 earnings would be expected to be lower than this year.

The group, which runs one of the three US television networks, blamed its fourth-quarter plunge into the red on losses from its broadcasts of major league baseball and a slowdown in the growth of national television.

CBS, which has ranked third in the network league table in recent years, managed to take second place in the prime-time ratings in the first seven weeks of this autumn season.

But profits have been hit by its gamble to grab ratings by paying high prices to broadcast top sporting events.

The network this year began an exclusive and expensive four-year deal to broadcast major league baseball. But it said yesterday it had suffered because of soft demand in the sports apparel market and the fact that the two top events of the season — the American League championship and the World Series — were both decided in just four games, rather than running to seven.

The group added, however, that, even without baseball, the soft advertising market

would have meant a fourth-quarter loss for the network.

The downturn in the US economy had dampened advertising demand for network, local television and radio. Network advertising prices had been particularly soft for prime time slots and National Football League broadcasts. In the fourth quarter of last year, CBS reported earnings of \$60.1m, or \$2.32 a share.

The group said the television network was also expected to show an operating loss next year. The economic climate for advertising was worsening while costs were rising for entertainment programming and sports rights fees.

Figures in the first half of the current year were helped by the profitable coverage of football and basketball championships which the network will not present next year.

Mr Laurence Tisch, CBS chief executive, said the group was committed to new internal operating procedures that enhance creativity.

He said the group's problems were not short-term since it was apparent that "the increased competition for both viewers and advertising dollars, combined with rapidly escalating programming costs, are changing the fundamental economics of network television."

Japanese banks plan to merge

By Robert Thomson in Tokyo

TWO Japanese banks, San-in Godo and Fuso have announced a merger plan that highlights the competitive pressure put on smaller banks by the gradual deregulation of Japan's financial sector.

San-in Godo Bank, based in western Japan and the 25th largest of Japan's 64 regional banks by deposits, will absorb Fuso Bank, a local bank based in the same area, on April 1 next under a plan yet to receive the approval of the Ministry of Finance.

There is unlikely to be opposition from the ministry, which has overseen the deregulation of the banking industry and presumed that mergers among smaller banks will accompany the increased competition. Last

week, two leading Japanese banks, Kyowa Bank and Satama Bank, also announced merger plans.

Larger banks are courting the traditional customers of the small ones, and Mr Hiroshi Kashiwase, the president of Fuso Bank, said he had approached San-in Godo with the merger plan because of his bank's declining profitability.

The new institution will retain the name San-in Godo Bank, and three Fuso shares will be swapped for a San-in Godo share under the proposal due to be put to meetings of shareholders in January.

San-in Godo, established through a merger in 1941, has 137 retail outlets around its base in Shimane Prefecture. At

end-March, it held a total of Y1.969.4bn in deposits, and after the merger it will rise six places to be the 22nd largest of Japan's regional banks.

The Fuso Bank, based in Tottori Prefecture, was converted into an ordinary bank in April 1989, and at the end of March had deposits totalling Y404.2bn and 55 branches.

Mr Kazuo Fukano, president of San-in Godo, said the merger will increase the competitiveness of his institution and enable a wider range of services to be put to customers. Mr Fukano will remain president after the merger, while Mr Kashiwase of Fuso Bank will become senior managing director.

Pressure on K mart margins

By Nikki Tait in New York

PET-tax profits fell by 2 per cent during the third quarter at K mart, one of the three largest retailers in the US, with margins reduced by the inclusion of the PACE warehouse club operation.

For the three months to end-October the group made \$16.8m before tax, compared with \$16.4m in the same period a year earlier. Gross revenues were up by 11.6 per cent to \$7.45bn, while store costs rose 11.9 per cent to \$7.3bn.

The pre-tax figure, however, was then dented by interest charges up from \$50.9m to \$52.5m. After slightly reduced tax, net earnings improved by 1.7 per cent to \$106.9m from \$104.1m. At the per-share level, that translated into 53 cents, against 52 cents.

K mart said the gross margin fell from 26.5 per cent to 25.7 per cent, but this reflected the purchase of PACE, which operates more than 40 warehouse club stores.

Like most warehouse club discount businesses, PACE, bought a year ago for \$32m, has margins well below those of traditional supermarket operations.

K mart said third-quarter sales of "basic commodity categories of merchandise" were good, but that there was softness in the electronics and other "big-ticket" areas.

"Good" comparable store sales gains were achieved by most of our specialty store businesses." Overall, the group saw a 2 per cent gain in comparable store sales.

Chrysler abandons JJ venture

By Kevin Done, Motor Industry Correspondent

CHRYSLER, the US automotive group, has abandoned its plan to develop a small four-wheel drive sports/utility vehicle, a programme it originally established with Renault of France.

It said the project, code-named JJ, had been attractive as a joint venture, but as a stand-alone programme it required too great a commitment of resources that are needed for higher priority product programmes".

Renault pulled out of the planned \$500m venture to develop a joint vehicle for production in both western Europe and in North America in the summer.

The project was already well-advanced and was an important element in the US automaker's attempt to break back into the western European vehicle market.

The collapse of the project is a blow for Chrysler because the venture had already been under development for more than two years since the signing of the original letter of intent with Renault in February 1988.

The project was also included in the wide-ranging collaboration talks held by Chrysler with Fiat of Italy.

These discussions broke down earlier this month.

Chrysler, the third largest US automaker, has been seeking ways of returning to the European market following its ignominious withdrawal at the

end of the 1970s when it was forced by the threat of imminent financial collapse to sell its European operations to Peugeot of France.

In 1988, it began building up a European distribution network for its North American vehicles. It has also entered into a joint venture with Steyr-Daimler-Puch, the Austrian automotive and engineering group, to assemble a Chrysler minivan or people carrier at an SDP assembly plant in Graz, Austria.

Chrysler, which is facing a costly model development programme to bolster its troubled car operations in North America, said it was studying alternatives to try to enhance the value of its Jeep franchise.

Resorts International in profit after special gain

By Karen Zager in New York

RESORTS International, the casino group headed by the entertainer Mr Merv Griffin and which recently emerged from Chapter 11 bankruptcy protection, yesterday turned in third-quarter net income of \$22.7m, against a net loss of \$34.9m a year earlier.

However, excluding a large extraordinary gain, Resorts

slipped from \$106m to \$124.3m.

But there was a gain from operations of \$5.6m, against a loss of \$2.2m a year earlier.

Nine-month net earnings were \$257.4m on revenues of \$325.6m, compared with a net loss of \$461.5m on revenues of \$347.9m a year ago. Excluding the one-time gain in the 1990 third quarter, Resorts had a nine-month net loss of \$172.4m. Operating earnings grew to \$12.4m from \$8.7m.

Mr David Hanlon, president

and chief executive said: "The changes in accounting as of August 31 make it difficult to precisely compare the 1990 numbers to the 1989 numbers. However, we have definitely shown an improvement in our earnings from operations."

Operating revenues in the three months to September 30 slipped to \$106m from \$124.3m. But there was a gain from operations of \$5.6m, against a loss of \$2.2m a year earlier.

Nine-month net earnings were \$257.4m on revenues of \$325.6m, compared with a net loss of \$461.5m on revenues of \$347.9m a year ago. Excluding the one-time gain in the 1990 third quarter, Resorts had a nine-month net loss of \$172.4m. Operating earnings grew to \$12.4m from \$8.7m.

The Atlantic City-based company said results from its Bahamian operations might deteriorate further and the profitability of its Atlantic City operations might be hurt by economic slowdown in the US, increased competition and rising fuel costs which have pushed up air fares.

Mr David Hanlon, president

The Sumitomo Trust Finance (H.K.) Limited

(Incorporated with limited liability in Hong Kong)

10% Guaranteed Series A Notes due 1995
Payment of principal and interest unconditionally guaranteed by

The Sumitomo Trust and Banking Company, Limited

(Incorporated with limited liability in Japan)

Notice is hereby given in accordance with Condition 8(c) of the Terms and Conditions of the Notes, that all outstanding Notes will be redeemed at their principal amount on December 24, 1990 when interest on the Notes will cease to accrue. Payment of Principal together with payment of interest in respect of Coupon No. 5 will be made in accordance with Condition 7 of the Terms and Conditions of the Notes, at the offices of any of the Paying Agents who continue to be listed in the Terms and Conditions of the Notes.

By: The Chase Manhattan Bank, N.Y.
London, Fiscal Agent

November 20, 1990

Alcan Aluminium Holdings Limited

Notice to the holders of 4% Exchangeable Guaranteed Debentures Due 2003 of Alcan Finances B.V.

Notice is hereby given pursuant to the terms of the Debentures and of a trust deed ("Trust Deed") made as of June 29, 1988 between Alcan Finances B.V., Alcan Aluminium Holdings Limited ("Holdings"), Alcan Aluminium Limited and The Royal Trust Company (the "Trustee") that Holdings has been advised by Nippon Light Metal Company, Ltd. ("NLM") that a rights offering to all shareholders of record on September 30, 1990 for additional NLM Common Shares on the basis of 0.15 additional share acquired and to be issued on November 30, 1990. Accordingly, the composition of the Exchange Property (as defined in the Trust Deed) will be changed as required by the terms of the Trust Deed by the addition of the 495,892 NLM Common Shares and the exchange rate will be adjusted to 1,771.65 NLM Common Shares per US \$10,000 principal amount of Debentures.

As soon as practicable after receipt by the Trustee of the additional NLM Common Shares, the Trustee shall deliver to each Debentureholder who exchanges Debentures between September 30, 1990 and such receipt certificate(s) for the appropriate number of additional NLM Common Shares and the relevant Paying and Exchange Agent shall pay to such Debentureholder the appropriate cash amount, if any, calculated as of the Exchange Date in the manner set forth in the Trust Deed.

Trustee for the Debentureholders:
The Royal Trust Company

Bankers Trust Company
Principal Paying and Exchange Agent

Montreal, Quebec
November 20, 1990

Serge Fecteau, Secretary



Notice of Extension

PROVINCE OF BRITISH COLUM

INTERNATIONAL COMPANIES AND FINANCE

Liquidator sought for Bond Corp offshoot

By Kevin Brown in Sydney

A GROUP of preference shareholders yesterday applied to the South Australian Supreme Court for a provisional liquidator to be appointed to J.N.Taylor Holdings, a subsidiary of Bond Corporation Holdings, once the quoted flagship of Mr Alan Bond.

The application followed an announcement by Bond Corporation that Bond Corporation Finance, another subsidiary, was unable to repay debts totalling around A\$180m (US\$138.5m) to J.N.Taylor Holdings.

The move could complicate the proposed reconstruction of Bond Corporation Holdings by making it more difficult to reach agreement on a scheme of arrangement being negotiated with creditors as an alternative to liquidation. But Mr Peter Lucas, who replaced Mr Bond as chairman of Bond Corporation in September, said he was confident the appointment of a liquidator to J.N.Taylor Holdings would not prevent the reconstruction of the parent company.

He said J.N.Taylor preference shareholders were seeking to recover A\$3.50 a share. "The point we are making is that we think it is not achievable out of J.N.Taylor per se, and if one chose it through to Bond Corporation the best option is to accept the scheme," he said.

Bond Corporation said the court action had been launched by around 27 preference shareholders representing 21 per cent of J.N.Taylor's 28m preference shares. J.N.Taylor's only assets are the A\$180m debt from Bond Corporation and A\$90m owned by Dallhold Investments, one of Mr Bond's privately-owned family companies.

Bond Corporation holds more than 99 per cent of J.N.Taylor shares.

Bond Corporation is estimated to have negative net worth of more than A\$100m following losses of A\$60m for 1988-90 and A\$3.5m for the year to June 30.

The scheme of arrangement would put the company in the control of its bondholders and other creditors through a debt-for-equity swap.

"Bond Corporation has agreed to swap its debt for 11 months, but the company has asked the Australian Stock Exchange to allow trading to resume once the scheme of arrangement has been approved."

Sanrio in red after Y18bn appraisal loss on portfolio

By Ian Rodger in Tokyo

SANRIO, a greeting card maker that was one of the stars of Japan's zaitech (financial engineering) boom in the late 1980s, plunged into loss in the six months to September because of an Y18.8bn (US\$14.2m) evaluation loss on its share portfolio.

Pre-tax losses totalled Y9.2bn compared with a profit of Y8bn in the irregular 10-month period to last March 30, the company's new year-end.

Sales in the first half totalled Y50.1bn compared with sales of Y72.5bn in the previous 10-month period. Operating profit was Y2.5bn.

The company has been one of the most aggressive investors in the securities markets. At April 1, it held Y77.2bn in short-term securities and Y87.5bn in Tokkin (specified money in trust). Together, these funds amounted to nearly half its total assets. In the year to July 31, 1989, its pre-tax profits were 84 per cent higher than its operating profits, thanks to its stock market success.

But, between April 1 and September 30 of this year, the Nikkei average of 225 leading shares lost 28 per cent of its value and Sanrio was hit hard.

S Korea export slump continues

By John Riddings in Seoul

SOUTH Korean manufacturing companies enjoyed strong sales increases during the first half of the year, but suffered a fall in profitability because of increased non-operating costs, according to a report by the Bank of Korea.

The central bank report, which is based on a survey of 1,143 companies, demonstrated the increased importance of the domestic market, the continued slump in export performance and the increase in financing costs facing Korean industry.

According to the report, the combined sales of the companies increased by 15.5 per cent

A company official said yesterday it was hoped the stock market would recover in the second half and the company could narrow its appraisal loss at least to Y10bn. On that premise, it is forecasting a pre-tax profit of Y6.5bn for the year.

It is also planning to maintain its dividend payment of Y22 a share.

Was it giving any consideration to abandoning zaitech?

"It is one of the things we are studying," an official said, "but the Nikkei has already recovered 3,500 points since September."

to about Won64 trillion (US\$3.5bn). Local sales rose by 22.7 per cent, while exports climbed by a mere 2.4 per cent.

The poor export performance occurred despite a 5.1 per cent depreciation against the US dollar during the period and reflected the faster rate of depreciation of the yen and the impact of high wage increases over the previous two years.

Value added, per worker, increased by a strong 19.6 per cent over the corresponding period last year, reflecting the increase in factory automation and a fall in manufacturing sector employment. As a result of the increased value added

per worker, the gap between wage and productivity increases narrowed from 4.6 per cent to 0.1 per cent.

Operating profits as a proportion of sales increased slightly to 7.1 per cent, but pre-tax profits fell 0.4 per cent to 2.8 per cent. According to the central bank, the difference was the result of increased interest payments and foreign exchange losses.

The ratio of paid in capital to total assets was 26.9 per cent, compared with 28.2 per cent at the end of last year, while the average debt-equity ratio rose from 254 per cent to 271 per cent.

For the full year, Itoman expects a pre-tax profit of Y10bn, down 27.3 per cent, with annual sales of Y700bn, an increase of 9.7 per cent.

• Wacoal, a leading Japanese maker of lingerie, has announced an 8.4 per cent decline in pre-tax profits to Y7.1bn, despite a 4.2 per cent sales increase to Y60bn, writes Emiko Terazono in Tokyo.

Announcing unconsolidated results for the six months to end-September, Wacoal said the drop in profits reflected investment increases for new businesses in France and the US.

Itoman falls 65% in first half

By Robert Thomson in Tokyo

ITOMAN, the Japanese trading house troubled by large property debts, yesterday reported a 64.9 per cent fall in pre-tax profit for the first half to end-September to Y2.35bn (US\$18.1m).

It had previously maintained that, despite the much-publicised property problems, pre-tax profit would be as predicted at Y10.5bn and sales would rise 32 per cent, though yesterday it reported a 17 per cent increase in sales to Y363.3bn for the period.

Sumitomo Bank, which has close relations with Itoman, last week said one of its managing directors would oversee the restructuring of the trading house, now a symbol of problems facing companies with heavy property exposure at a time of high interest rates and softening land prices.

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Compagnie Générale d'Électricité

Consolidated net sales of Compagnie Générale d'Électricité (CGE) for the first nine months of 1990 amounted to FF103.6 billion, against FF100.7 billion for the same 1989 period.

This 3% increase is the result of the following factors:

CGE
FIRST NINE MONTHS 1990
SALES UP 6%
ORDERS UP 10%
ON A COMPARABLE BASIS

■ As of April 1, 1989, sales of GEC Alsthom (the Energy and transportation sector) were consolidated on a proportional basis at 50%, whereas first quarter 1989 sales by Alsthom were fully consolidated.

■ The Générale Occidentale group's sales were fully consolidated, retroactive to April 1, 1990. Prior to this date, the group was accounted for by the equity method.

■ As of July 1, 1990, Framatome and CGE-Distribution were accounted for by the equity method, whereas Framatome's sales were previously consolidated on a proportional basis at 40%, and CGE-Distribution's sales were fully consolidated.

On a comparable structural basis, sales increased by 6%.

The breakdown of sales by sector for the first nine months of 1989 and 1990 is as follows:

	(in FF millions)	1990	1989
Energy and transportation	17,037	19,433	
Nuclear	1,504	6,531	
Electrical engineering	10,047	8,569	
Batteries	3,792	3,406	
Telecommunications, business communications, cables	67,236 (1)	62,007	
Other	6,130	3,558	
Inter-sector sales	(2,116)	(2,834)	
TOTAL	103,630	100,570	

(1) Includes Public network systems: 39%, Business communications: 22%, Cables: 27%, Other: 12%.

Orders booked amounted to FF 118.2 billion at the end of September, 1990, exceeding sales for the same period by 14%. Compared to the first nine months of 1989 (FF 104.0 billion) orders were up 14%, reflecting a 10% growth on a comparable structural basis.

**Japanese shipping groups hit by fall in demand**

By Emiko Terazono in Tokyo

A SLUMP in shipping demand and sharply-rising costs during the Gulf crisis have depressed the results of leading Japanese shipping companies in the six months to end-September.

Kawasaki Kisen posted an 80.7 per cent decline in pre-tax profits despite a Y3.9bn (US\$0.3m) profit on stock sales. The company increased its after-tax profit 9.8 per cent on the sale of land in Osaka. It expects a 2.8 per cent rise in sales to Y365m in the full year, while pre-tax profits are estimated to fall to Y14m.

Nippon Yusen expects revenues to rise 9 per cent to Y320m, but forecasts a 1.2 per cent fall in pre-tax profits to Y16m.

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Foreign electricity tranche favours US

By Clare Pearson

The US is to be favoured over other regions in the international allocation of shares in the flotation of the 12 regional electricity companies, which is to be launched tomorrow.

Reflecting firm demand for the shares around the world, just over £1bn, or 20 per cent of the expected total value of the flotation, has been earmarked for international investors before clawback provisions for UK private investors.

Of this, nearly £200m is to be sold in the US. By contrast, Japanese investors have been limited to about £200m, or 22 per cent of the overseas tranche.

That leaves 32 per cent for Europe and 8 per cent for Canadian buyers.

The allocation this time marks a substantial turnaround from last year's flotation of the UK water companies, when Japan was awarded 52 per cent and the US only 9.3 per cent of the overseas tranche.

The ranking of the 12 electricity companies according to the dividend yield they will provide on flotation was finalised yesterday after lengthy weekend deliberations.

Eastern and Southern have jointly been priced with the lowest yield, almost exactly one percentage point higher.

The other companies are in the following order: Seabord,

London, East Midlands, Midlands, South West, Yorkshire, North West, South Wales and Manweb.

The yield rankings are intended to make shares in all the companies equally attractive on flotation.

attractive to overseas issuers.

The complications of selling a number of companies at once meant that for both water and electricity it was decided not to seek a listing in the US.

The government is also keen to minimise "flow-back", where shares placed overseas are rapidly sold back into the London market.

This has previously plagued its privatisation issues.

US investors are believed to have been enthusiastic buyers of water shares in the secondary market. By contrast, many

agents to fill in forms stating whether their clients had bought shares in the previous privatisations of British Steel and water, and whether they were still holding them.

However, since the marketing of electricity began in Japan only last Thursday, there will have been little time to amass information supplied by that country.

Some institutions in Germany and Switzerland, where interest in the electricity shares is strong, refuse to supply client names to Kleinwort, on grounds of confidentiality.

There are provisions for Kleinwort to finance its allocation decisions by re-lending 10 per cent of the shares in any region to another one, just before dealings start in London next month.

About 25 per cent of the initial overseas allocation of shares will be clawed back if the UK public offer is heavily subscribed.

Japanese buyers were heavy early sellers.

For electricity, Kleinwort, like the UK government's financial adviser, has been making vigorous attempts to pinpoint those investors around the world most likely to hold shares over the long term.

Before making its allocation decision, it asked overseas man-

Millwall's losses up to £848,000 in 10 months

By Maggie Urry

MILLWALL Holdings, which owns Millwall football club and a chain of 44 pubs acquired in March, suffered a pre-tax loss in the 10 months to end May of £848,000 compared to a £171,000 loss in the previous year.

The group obtained a USM reactivation in October last year involving a placing and offer for sale at 20p. The shares were unchanged at 5p yesterday.

The football club - known to its supporters as "the Lions" - was relegated to the second division last year and sacked its manager and assistant manager. They received compensation of £115,000 which was included in the operating loss of £233,000 (profit £364,000). Net interest payable fell from £152,000 to £54,000, thanks to the flotation proceeds.

Also contributing to the pre-tax loss was a deficit on transfers of players of £461,000 (deficit £717,000).

The pub lost £101,000 in the period between acquisition and the year end. Mr Reginald Burr, chairman, said that many of the pubs had been refurbished after acquisition. Now this work was completed he expected the pubs to be profitable in the current year.

Mr Burr said that Millwall's relegation had not had a severe effect on attendances at matches.

The group is looking at further acquisitions in the leisure industry and is hoping for planning permission to be awarded next month on a new ground which might be completed by 1993.

The group's assets per share were 6.2p at the year end (liabilities per share of 2.5p at July 31 1989), but this does not include the value of the team's players estimated at over £10m. The loss per share was 1.27p (loss 1.87p).

© Cahra Estates, the property company which owns the freeholds of the grounds where Fulham and Chelsea football clubs play, said yesterday it had received an approach which might lead to an offer for Stamford Bridge, the Chelsea ground. In its latest balance sheet, at March 31 this year, the value of Stamford Bridge was cut by £10.4m to £21m. Speculation is that Mr Ken Bates, chairman of Chester Football Club, has found financial backing for a bid. Cahra is thought to be unlikely to accept less than book value for the ground. Cahra shares rose 1p to 17p.

All told, pre-tax profits for the year to September 30 totalled £15m, against £19.5m in 1989. Turnover was ahead 3 per cent at £145m (£137.6m).

Earnings per share, excluding a 2.2m extraordinary credit almost entirely relating

Ray Fine resigns from Lopex and abandons earn-out deal

By Andrew Hill

MR RAY FINE, who failed in an attempt to take over as chief executive of Lopex in September, has resigned from all positions at the advertising and marketing services group and given up any claim to deferred payments which could have been worth as much as £24m per year.

The group obtained a USM reactivation in October last year involving a placing and offer for sale at 20p. The shares were unchanged at 5p yesterday.

The football club - known to its supporters as "the Lions" - was relegated to the second division last year and sacked its manager and assistant manager. They received compensation of £115,000 which was included in the operating loss of £233,000 (profit £364,000). Net interest payable fell from £152,000 to £54,000, thanks to the flotation proceeds.

Also contributing to the pre-tax loss was a deficit on transfers of players of £461,000 (deficit £717,000).

The pub lost £101,000 in the period between acquisition and the year end. Mr Reginald Burr, chairman, said that many of the pubs had been refurbished after acquisition. Now this work was completed he expected the pubs to be profitable in the current year.

Mr Burr said that Millwall's relegation had not had a severe effect on attendances at matches.

The group is looking at further acquisitions in the leisure industry and is hoping for planning permission to be awarded next month on a new ground which might be completed by 1993.

The group's assets per share were 6.2p at the year end (liabilities per share of 2.5p at July 31 1989), but this does not include the value of the team's players estimated at over £10m. The loss per share was 1.27p (loss 1.87p).

© Cahra Estates, the property company which owns the freeholds of the grounds where Fulham and Chelsea football clubs play, said yesterday it had received an approach which might lead to an offer for Stamford Bridge, the Chelsea ground. In its latest balance sheet, at March 31 this year, the value of Stamford Bridge was cut by £10.4m to £21m. Speculation is that Mr Ken Bates, chairman of Chester Football Club, has found financial backing for a bid. Cahra is thought to be unlikely to accept less than book value for the ground. Cahra shares rose 1p to 17p.

All told, pre-tax profits for the year to September 30 totalled £15m, against £19.5m in 1989. Turnover was ahead 3 per cent at £145m (£137.6m).

Earnings per share, excluding a 2.2m extraordinary credit almost entirely relating

interim figures. The £600,000 shortfall was taken straight off the group's revenue line, but RCF still made by far the largest contribution to the group's profits, which increased slightly from £2.3m to £2.4m before tax in the original statement. Earnings per share fell 20 per cent from 19.5p to 15.7p (9.2p).

Lopex shares were unchanged at 5p yesterday, but that compares with a peak of 25p in May 1990.

Having obliged Lopex to release its interim results early, Mr Fine, 28, warned the board to make him chief executive, although Lopex eventually appointed Mr Peter Thomas, who was chief executive of another subsidiary.

Mr Fine was unavailable to comment on the reasons for his departure yesterday and

Lord Marsh, Lopex chairman, refused to explain why Mr Fine had abandoned his lucrative earn-out agreement "to pursue personal interests".

RCF, a direct marketing company, was sold to Lopex in August 1988 for £4.5m in shares. Under the terms of the deal, Mr Fine and senior members of the executive team would receive a further £4.5m if RCF met certain profit targets in 1990, 1991 and 1992.

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Marginal downturn at Diploma

By David Owen

DIPLOMA, the electronic components, building materials and special steels group, yesterday reported a marginal downturn in annual profits reflecting difficult conditions in some of its most important markets.

Solid performances from electronics and special steels helped to offset the anticipated decline in the building components division.

The group is looking at further acquisitions in the leisure industry and is hoping for planning permission to be awarded next month on a new ground which might be completed by 1993.

The group's assets per share were 6.2p at the year end (liabilities per share of 2.5p at July 31 1989), but this does not include the value of the team's players estimated at over £10m. The loss per share was 1.27p (loss 1.87p).

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Earnings per share, excluding a 2.2m extraordinary credit almost entirely relating

largest division in turnover terms, generating £34.5m (£27.4m) of sales and £7.7m (£6.8m) of profit. The group said that component distribution results continued to reflect "extremely difficult" market conditions for manufacturers and distributors alike.

Building components contributed £24.7m (£19.5m) of turnover and £2.7m (£2.5m) of profit. The group promised to be "delighted" at the "relatively outstanding performance" of its subsidiaries engaged in this sector during what it termed "the worst recession in housebuilding for five years".

Special steels produced a steady £3.8m (£3.2m) of profit on turnover of £18.6m (£15.5m). The company said, however, that order levels had slipped during the past three months.

Mount Charlotte to be taken off list

The Stock Exchange listing of Mount Charlotte Investments, Britain's second biggest hotels group, will be cancelled on December 3.

This follows the announcement by Briceray Investments (Hill), the New Zealand company founded by the entrepreneur Sir Ron Briceray, that its cash offer of 75p a share, which valued the hotels group at \$244m, had been accepted by 92 per cent of shareholders.

Briceray Investments (Hill), the New Zealand company founded by the entrepreneur Sir Ron Briceray, that its cash offer of 75p a share, which valued the hotels group at \$244m, had been accepted by 92 per cent of shareholders.

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Johnny Morgan, Chairman

- **Manufacturing** — DAKS menswear, women's wear, swimwear and leisure wear for UK and export
- **Licensing** — DAKS clothing and accessories produced locally in major world markets
- **Distribution** — The 'DAKS Companions' range of accessories
- **Contract** — Suppliers of tailored clothing to Marks and Spencer
- **Retailing** — Simpson Piccadilly, London's leading specialty store

Results in brief

Year ended 31st July	1990	1989
	£'000	£'000
Turnover	69,618	63,718
Profit before tax	4,163	5,298
Profit after tax	2,669	3,311
Earnings per share	41.4p	51.4p
Ordinary Dividends	11.75p	10.95p

Copies of the Report & Accounts can be obtained from The Secretary

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RATNERS GROUP

Ratners Group plc

£44,000,000 4 per cent, Convertible Bonds due 2002 Adjustment of Conversion Price

NOTICE is hereby given to the holders of the £44,000,000 4 per cent, Convertible Bonds due 2002 (the "Bonds") of the Trust Deed constituting the Bonds, that pursuant to the terms of the Trust Deed, the Conversion Price of the Bonds has been adjusted, with effect from 7th November, 1990, so that the Conversion Price is 456 pence per Ordinary Share of 10 pence.

Prior to the adjustment, the Conversion Price was 472 pence per Ordinary Share of 10 pence.

This adjustment to the Conversion Price arises from the second instalment of the Company's 60,749,398 Units of Convertible Subordinated Non-Interest Bearing Unsecured Loan Stock 1990/1991 of 220 pence each (the "Stock") offered to shareholders by way of rights as described in the Circular to shareholders of the Company dated 2nd July, 1990, in accordance with the terms of the deed poll constituting the Stock, following the acquisition by the Company of Kay Jewelers, Inc. on 26th October, 1990.

20th November, 1990

Brent Walker rises 21p on Smurfit deal

By Maggie Urry

SHARES IN Brent Walker, the leisure group which finalised changes to its bankers' agreements over the last two days, closed 21p yesterday to close at 110p.

The price rise followed news of the refinancing and that Jefferson Smurfit, the Dublin-based paper and packaging company, and its chairman Mr Michael Smurfit, were between them putting £25m into Brent Walker's £103.3m convertible bond issue.

The bond issue is due to close on Friday and the bankers' agreement is conditional on Brent Walker receiving at

least 239m from the issue. This is expected to be a formality, although the places of the bond issue were signed up in September, before the group's financial difficulties became apparent.

Shareholders are not expected to claw back much of the bond issue.

In return for the refinancing, which allows Brent Walker a standstill on capital repayments until the end of 1991, the bankers have imposed severe restrictions on the company.

One banker said yesterday

Brent Walker is also paying

the banks' consent before making disposals or purchases and before committing itself to any new capital spending. The banks can also require Brent Walker to maintain a dividend cover of 2.5 times.

However, the covenants imposed by the banks – limits on financial ratios such as gearing and interest cover – have had to be eased since the group had been breaching existing limits.

Brent Walker is also paying

UK COMPANY NEWS

F Bank of Scotland taps in on German credit cards

By James Buxton, Scottish Correspondent

BANK OF SCOTLAND is entering the German credit card market through a joint venture with Quelle, the banking offshoot of Quelle, which claims to be one of the biggest mail order companies in the world.

Bank of Scotland said its potential revenue from the deal would run into millions of pounds. The capital investment was in the region of £500,000. It would immediately begin processing a Visa card which the German bank was now issuing. This would take place at its card services centre in Dunfermline. Fife, while customer services would be handled directly from Nuremberg.

The two banks would then set up a joint venture company in Nuremberg early next year to process credit cards for third parties, initially in Germany and Austria. It remained to be decided whether the third

party processing would be carried out in Scotland or Germany after initially operating in Dunfermline.

Germany is a remarkably underdeveloped credit card market with fewer than 4m cards believed to be in circulation, compared with the 27m in Britain. However, both Bank of Scotland and Quelle Bank believed the market was on the brink of rapid growth.

"We want to get a share of a market that so far hardly exists," said Mr Chris Brobbel, assistant general manager at Bank of Scotland. Quelle Bank was expected to issue about 1m cards in the first five years.

Quelle Bank was recently set up to offer direct banking services to customers on Quelle's mail order database, which had more than 30m mail order customers in Germany, France and Austria. The Quelle organisation also had over 5,000 stores in West

Germany. It belonged to the privately-owned Schickendantz Enterprise Group, which also controlled the Noris Verbraucher Bank, based in Nuremberg with assets of DM4bn.

In September, Barclays entered the German credit card market through a joint venture with Hertie, the large German stores group.

Bank of Scotland recently took a five per cent stake in SIMO, an Italian card processing company majority-owned by Olivetti.

The card centre at Dunfermline, which was established in 1986, processed Visa cards for the Halifax and the National and Provincial building societies, Chase Manhattan Bank and the Automobile Association, as well as for Bank of Scotland group. Mr Brobbel said he believed the bank had more than its fair share of the UK card processing market.

T Interest and higher rents knock Goldsmiths back to £44,000

By John Thornhill

GOLDSMITHS GROUP, the jewellery retailer, yesterday revealed a substantial fall in interim pre-tax profits as higher rents and interest payments took their toll.

Taxable profits fell from £4.88m to £4.00m even though turnover was strongly ahead at £18.1m (£16.01m) in the half-year to September 1. On a like-for-like basis sales were 9.3 per cent higher.

The company's shares slid 5p to 51p on the news, compared with Goldsmiths issue price of

15p when it joined the market this February.

Although the company met its expected pre-tax profits figure of £4.00m for the year to March 3, its shares were hit by concerns over its seemingly weak stock control systems which allowed a build-up of excess goods over the Christmas period.

Earnings per share were 0.13p (£1.64p). Goldsmiths declared an interim dividend of 15p but said this should not be viewed as an indicator of the full-year payment.

Mr Jurek Piatecki, chairman and chief executive, said yesterday that it was difficult to predict the outcome for the full year although the second half

had started slowly with like-for-like sales running about the same level as last year.

Operating profits for the period were £1.33m (£1.89m) but these were depressed by higher rents resulting from 30 new reviews at Goldsmiths' 106 branches. Interest payments rose to £556,000 (£716,000).

Earnings per share were 0.13p (£1.64p). Goldsmiths declared an interim dividend of 15p but said this should not be viewed as an indicator of the full-year payment.

So far, that has not hit the

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Japan gets the EDI message

JAPAN is now represented in the UN/Edifact standardisation process for electronic data interchange (EDI) - in which one company's computer swaps paperwork directly with the computer of another company. The move should see the bridging of a void in the global supply chain.

At a recent UN Trade Facilitation Working Party meeting Kenji Noh, was confirmed as Edifact rapporteur for Singapore and Japan. Rapporteurs, who co-ordinate the development of the Edifact structured data standards, already exist in Europe, North America, Australia and New Zealand.

Edifact now embraces 58 specific business trading messages, at various stages of accreditation. According to Ray Walker, western European rapporteur and chief executive of the DTI-sponsored Simplex Trade Procedures Board, the standard is "globalised and strengthened with Japan in the frame".

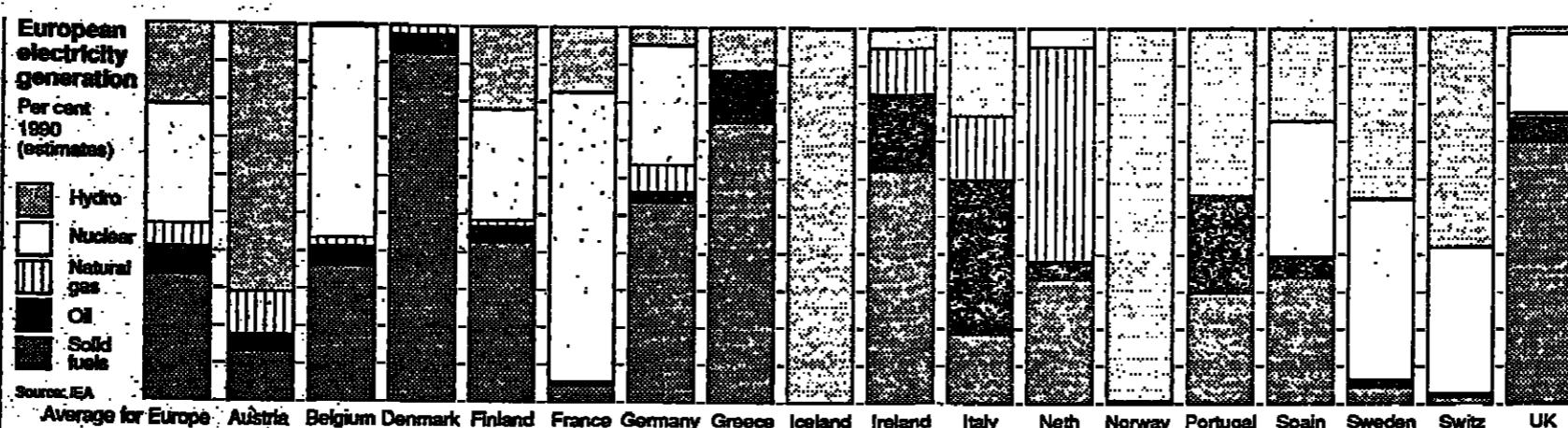
While the early development of Edifact was driven from Europe, the meeting of minds with North American data-standardisation interests in 1986 widened the focus, and Japan's support became paramount if international confidence was to be maintained.

The Electronics Industry Association of Japan has developed its own industry-wide standard - believed to be the first such development in Japan. Electronics companies are already seeking development into EDI. Incide Matsushita, Mitsubishi, NEC, Sony, Toshiba, Hitachi, Akai, Sharp, Sanyo and TDK.

Early indicators are encouraging; there is already an Edifact committee with 70 members. But in comparison to the UK's EDI user base of more than 3,000, Japanese companies committed to EDI number less than 300, although as many as 10,000 are probably trading electronically with simple text transfer.

Activity is also expected to emanate from one of Edifact's early converts, eastern Europe. An EDI association has recently been formed in the Soviet Union with the aim of turning theoretical interest into practical experience.

Kevin Willmott



Power that blows in the wind

Peter Knight charts the worldwide struggle to make renewable energy sources viable

Renewable energy might be free but it is not cheap. Yet this is just one of the many problems facing energy planners who, for political and environmental reasons, need to find alternatives to fossil and nuclear fuels.

Renewable sources of energy - from the wind, tides, waves, water, sun and plants - are under the spotlight because of pressure to cut pollution caused by burning fossil fuels, and to reduce dependence on politically unpopular nuclear power.

In September the Swiss voted for a 10-year moratorium on new nuclear power plants. The UK has delayed the decision on the possible expansion of its nuclear power sector to 1994. These decisions have been made in spite of Sweden's struggle to find suitable alternatives to its nuclear generators.

Leading industrial nations, most of which have committed themselves to cutting carbon dioxide emissions in an attempt to reduce the rate of global warming, are looking for cleaner alternatives to burning oil, gas and coal.

The search will not be simple. "Renewables cannot be easily expanded in the same way as, say, gas," notes Sergio Garralba, director of energy technology at the International Energy Agency (IEA) in Paris.

There are places where you can't use some renewables because the resources are just too dispersed. Take Sweden and solar power. The capital costs will be far too high. The technology will not be competitive."

Many of the techniques needed to extract energy from renewable resources are not sufficiently advanced to deliver large amounts of electricity quickly, or as cheaply, as fossil fuels.

Wind-generated electricity, produced by big, high-tech windmills, is one example. "Wind energy could provide at least 20 per cent of the UK's electricity needs at a cost lower than nuclear power and without any carbon dioxide,"

says Peter Musgrave of the British Wind Energy Association.

But the high cost of building and installing the hundreds of mills needed to produce the power cannot be justified by current economic and political thinking. For instance, under complex rules laid down by the EC and UK governments, wind generators in the UK have to turn a profit after eight years.

Wind enthusiasts think this is unfair because nuclear power, another capital-intensive technology, is given at least 30 years to repay its capital costs. And, say nuclear critics, that formula does not include the unknown costs of managing nuclear waste.

Of all the technologies to harness renewable energy, wind power is the most advanced. Electricity is produced in much the same way as in a bicycle dynamo. The wind turns blades which are connected by a drive, via a gearbox, to a generator.

Computers, both on-board and in remote monitoring stations, control the windmills. The blades are produced by aero engineers and, in some cases, made from advanced synthetic materials.

A typical mill, such as the 25-metre high twin-bladed MS-3 made by a joint venture between Taylor Woodrow and British Aerospace, can generate 33 kW of electricity in a 25-mile-per-hour wind. That can supply about 250 houses. There are drawbacks, however. The mills have to be backed up with conventional power stations for calm days and they could never supply a large proportion of an industrialised economy's needs. It is estimated that 4,000 windmills would be needed in Sweden to generate half the current now produced by nuclear power.

Planners are hoping that traditional fuel, such as wood and straw, could satisfy some immediate energy needs. The energy industry calls this bio-fuel or biomass. It can either be burnt to make steam and heat or turned into gas using modern tech-

niques used to make gas from coal.

Trees absorb, or lock up, CO₂ during photosynthesis. If left to rot they release the CO₂ and other greenhouse gases, such as methane. When burnt, the wood releases the same quantity of CO₂ it absorbed, leaving no net gain of CO₂ in the atmosphere.

The Swedes are thinking of growing large "energy" forests especially to feed power stations. Many of its paper mills already burn wood waste to provide process steam and electricity, as is the case in Finland, Scotland and the US.

Spanish researchers are thinking of growing algae in large quantities in the sea. This could be harvested and burnt as fuel or used to make gas. And the Portuguese have set up a biomass research centre to investigate traditional fuels.

Other typical bio-fuels are:

- Alcohol (ethanol) from wine and sugar cane, which is used as a petrol supplement or alternative in the US (gasohol), Brazil and Kenya.
- Manure from intensive farming can be used to generate gas. The left-overs are a useful fertiliser.

● Straw from wheat fields. Denmark prohibits farmers from burning their straw in the fields. It is collected and burnt in small power plants that supply both heat and electricity to local communities.

Water, or hydro-power, is well established. Austria, for example, generates about 70 per cent of its electricity, and Norway 99 per cent, from water stored in dams and released to drive turbines.

"Hydro-power is very important. The stations operating now could be improved to give more power and to extend their life," says Garralba.

Tides, which can sometimes rise as much as 17 metres, provide one of the greatest potential sources of electricity generation. To tap the energy a barrage is built across an estuary. Generators in the wall are driven by water moving on the rising and falling tides.

The UK department of energy says 8 per cent of the UK's electricity needs could be met by barrages on the country's west coast, such as the Severn and Mersey estuaries. Some environmentalists are against barrages because they can damage the ecology of estuaries and destroy mud flats used by birds.

But others argue that these areas would be destroyed anyway by rising salt waters brought about when seas expand due to global warming.

The world's only significant electricity-generating barrage is at La Rance in France. It was built in the mid 1960s as a prototype but plans for others were dropped.

Wave energy also offers an untapped renewable resource. But the technology is still in its infancy. The most promising is the Shoreline Rock and Gully system developed at Queens University in Belfast. This involves building a concrete construction that resembles an upturned bowl at the shoreline, in a rock gully. It is connected by a large pipe to an air-driven turbine.

The waves compress the air in the bowl, causing pressure to build up. And it is this air pressure that drives the turbine. The Norwegians and Japanese are also working on similar systems.

Researchers still hope for big benefits from tapping the power of the sun. Unfortunately most of the research has been concentrated on producing electricity via photovoltaic cells. While useful on satellites, in sunny climates and on remote sunny islands, these cells are neither efficient nor cheap enough to produce competitively-priced electricity.

Renewables will play a bigger role in meeting our electricity needs in the future. But the size of the contribution depends on the cost of fossil fuels and the political will to use nuclear power. "By 2020 we may expect renewables to contribute about 10 per cent of the total electricity needs of the IEA countries," says Garralba.

The time is ripe for equal access

By Paul Abrahams

Central to the British government's review of the telecommunication's industry is the concept of equal access. This means that although a caller may be connected locally to a British Telecom line he can choose a different long-distance telephone operator just by dialling a short code. At present, customers of Mercury Communications, BT's rival, have to purchase a special telephone which allows them to access Mercury's lines through BT's local network.

Equal access is important because it will increase consumer choice and accelerate the speed at which competition develops. BT, which controls the access to most people's homes and businesses, must be forced to make its local network available to other carriers. Where equal access already exists - in Hull - about 50 per cent of trunk calls are made through Mercury.

However, competition in the trunk call area will be unacceptable delayed if equal access is not introduced quickly. Equal access is most easily provided where modern digital exchanges have been installed. It can be offered through analogue systems, but the modifications required are more costly and complicated.

BT's estimate of £300m should be taken with a pinch of salt, particularly since the government has argued that the cost of software changes would not be significant. Much of the investment in digital exchanges would have been made anyway, albeit at a later date. If BT's network is engineered in such a manner to stifle competition, then it is BT's obligation to remedy the deficiency.

Nevertheless, if BT can justify the £300m price tag - and Ofcom should scrutinise its claims with a fine tooth-comb - then it may prove fairer for the other service providers benefiting from equal access to shoulder some of the costs.

This could be achieved by BT paying all the up-front capital costs. Any long distance operator using BT's local network would then pay the company a small charge per minute determined by Ofcom which took into account any of BT's additional investment.



compromises would be set precise deadlines for a progressive introduction of equal access. For example, BT could be required to provide equal access to 25 per cent of customer base by 1991, 50 per cent by 1992, 75 per cent by 1993 and the whole country by the end of 1994. BT would be free to do this either by accelerating its digital programme or by installing appropriate equipment in its analogue exchanges.

BT complains that the cost of installing equal access could be as high as £300m. The company argues that the competitors which would benefit from equal access should foot the bill. It also complains that it is unfair that BT should pay such large sums to help its rivals compete.

BT's estimate of £300m should be taken with a pinch of salt, particularly since the government has argued that the cost of software changes would not be significant. Much of the investment in digital exchanges would have been made anyway, albeit at a later date. If BT's network is engineered in such a manner to stifle competition, then it is BT's obligation to remedy the deficiency.

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Whether you're at school, college or university, we want you to demonstrate the communications skills necessary for today's business environment.

Of course, literary craftsmanship has its own reward. But in this case you could win £1,000 as well.

The competition is sponsored by international law firm Clifford Chance, supported by the Financial Times and organised by City University Business School.

The competition is divided into two sections: undergraduates and sixth formers.

Undergraduates - need to prepare two of the following pieces:

1 An 800-word comment on one of the following topics:

- A united Europe by 1992?
- Is business really going green?
- Does business need the law?

2 A 400-word summary of what you think are the most significant business news items from

a UK perspective on any weekday (Monday to Friday) during the week starting Monday 26 November 1990 OR Monday 4 February 1991.

3 An 800-word profile of a local entrepreneur operating close to your place of study or home.

Sixth-formers - can choose either question 1 or question 3.

Prizes

Undergraduates:

COMMODITIES AND AGRICULTURE

Battle looms over EC fish conservation plan

By Tim Dickson in Brussels

A FIERCE political battle over plans to conserve dwindling North Sea fish stocks is likely to erupt in Brussels today.

Several EC member states, led by Britain, will strongly oppose a package of proposals from the European Commission which most controversially includes increasing the minimum net mesh size for many white fish species from 90mm to 120mm.

Ministers will argue that the measures are unreasonably harsh and will add to the woes of those fishermen in the area who have already seen their catches slashed over the last couple of years.

Mr Manuel Marin, the EC fisheries commissioner, however, is in no mood to be generous and will point out that drastic action to curb overfishing is not only justified in its own right but in the clear long

term interests of boat owners. The seeds of today's conflict were sown just under a year ago during the tough negotiations over 1990 catch allowances (an exercise, incidentally, which can be expected to be just as bitter when the figures for 1991 are finalised next month).

As part of that deal a political undertaking was made to improve conservation in the North Sea, a commitment the Commission used to bring forward its detailed ideas at the end of July.

Besides the increased minimum mesh size, the package would require that vessels carry out surveys to test that mesh shape should be changed at the "cod end" (where the fish are gathered), and that efforts should be made to prevent "ballooning" (which stops small fish escaping).

Tomorrow's meeting may well be presented with a compromise from the Italian presidency reducing the proposed minimum mesh size to 100mm and providing for possible exemptions from the one net rule - but while this could go a long way towards satisfying Britain and other self-interested countries like Denmark and Germany it will probably be too much for Mr Marin.

The Commission is adamant that the scientific evidence justifies a drastic approach. It was pointed out last night, for instance, that haddock stocks were estimated at 12 per cent of their 1970 level.

Marin is likely to tell ministers the EC plan is not harsh by international standards and that it will be "their responsibility" if they decide to give undue weight to social and political considerations.

Nickel development delayed

By Kenneth Gooding, Mining Correspondent

THE US\$850m Mt Keith nickel project in Western Australia, which will add about 5 per cent to western world refined nickel production capacity, has been delayed, probably for about six months.

This marks the second important change announced in eight weeks to the proposals announced a year ago. The partners, Australian Consolidated Minerals and Outokumpu, the state-owned Finnish group, previously envisaged an integrated project but in September said it would be more prudent to divide the scheme into two parts.

The downstream processing element will be delayed for three of four years and in the meantime the partners will examine alternative activities in Australia, Finland and elsewhere, including ferro-nickel processing in Finland as originally proposed.

Yesterday the partners said construction would not start until early 1991 and, consequently, production would be delayed until 1993. Mt Keith is expected to have a 20-year life and to produce an annual 140,000 tonnes of concentrate containing 28,000 tonnes of nickel. Outokumpu will take

18,000 tonnes of nickel for processing and will arrange for the rest to be sold on world markets.

It is understood the latest delay was caused mainly by the difficulty of finalising non-recourse finance with the project bankers - Barclays Bank, Deutsche Bank Australia, and Union Bank of Switzerland - at a time of increasing international economic uncertainty.

ACM also announced yesterday that its 50 per cent share of the project will be partly funded by a one-for-five rights issue of shares at 80 cents each to raise about A\$34m.

Free trade 'better for banana growers'

By David Blackwell

BANANA PRODUCING countries with favoured access to markets in the EC would be better served by a free world market and direct aid payments, according to a World Bank study.

The EC is already faced with having to adopt a uniform policy towards banana imports with the advent of the single European market in 1992. At present special import and pricing arrangements give large subsidies to some countries, mainly former colonies, to the disadvantage of other exporters, mainly in Latin America, which produce cheaper bananas.

For example, Jamaica, Dominica, St Lucia, St Vincent, Belize and Suriname export almost exclusively to the UK. Germany is the only EC country with virtually free trade in bananas.

Adoption of free trade throughout the EC would lead to a 9 per cent increase in imports, according to the report. But exports from the favoured countries would fall by 46 per cent, equal to an annual loss of US\$820m (in 1987 prices); while other exporters would increase sales by 12 per cent. Free trade would also result in an annual addition to the EC economy of \$366m.

The report suggests that direct aid, raised by a tariff of 16.1 per cent on all banana imports, would be the most efficient way of compensating the former favoured exporters. "Such aid could be specifically targeted to improve the long-run efficiency of the banana industries or to diversify their economies," says the report.

Current policies cost EC

countries about \$185, non-favoured countries about 29 cents, and the world economy 92 cents for every \$1 by which the favoured exporters benefit. "Such inefficiencies could be largely eliminated through the use of direct aid payments and a self-financing tariff," says the report.

A switch to free trade would cost EC consumers \$1.01, non-favoured exporters 3 cents and the world economy 2 cents.

"Such a policy would create only minimal distortions in the pattern of consumption, production and trade. The elimination of current inefficiencies would place the EC in a position to provide a higher level of aid to traditional suppliers at lower total cost."

EC Bananarama 1992 by Brent Borrell and Mao-Cheng Yang. World Bank working paper on International Trade WPS 523.

MARKET REPORT

Lead prices plummetted on the LME yesterday morning as commission house selling and liquidation touched off sell stops. Three-month metal touched a 19-month low of \$355 a tonne before closing at \$357.50, a fall of \$12.50. Lack of fresh news from the physical sector, where activity is slow for the time of year, coupled with a bearish chart pattern following last week's break below the lower end of a very narrow trading range, aided the downturn, traders said. Aluminium prices eased ahead of today's stock data, which may show a further small rise. However, many traders expect the heavy build-up

of aluminium in warehouses seen during the past two months to halt and metal to start moving out of warehouses soon. Nickel prices extended earlier losses during the afternoon rings with bearish sentiment on fundamentals contributing to the downward trend. Cocoa prices rose sharply to the highest levels since early October in morning trading following Friday's sharp rise in New York. But the gains were mostly lost in the afternoon. With no news from origins, the market remained dominated by technical factors. New York cocoa prices were falling at midday.

Compiled from Reuters

London Markets

SPOT MARKETS
Crude oil (per barrel FOB) + or -
Dubai 15-22.9v +1.1s
Brent Blend (dated) 33.21-14.40 +1.0s
Brent Blend (January) 32.93-30.03 +1.0s
W.T.I. (1 pt cent) 33.07-3.05 +1.3s

CIS products
(NWE prompt delivery per tonne CIF) + or -
Premium Gasoline 2261-265 +10
Gas Oil 2385-257 -10
Heavy Fuel Oil 1310-132 -10
Naphtha 2305-257 -10s
Petroleum Argus Estimates
Other + or -

Gold (per troy oz) \$379.75 +1.2s
Silver (per troy oz) 41.40 +1.2s
Platinum (per troy oz) 143.5 +4.5
Palladium (per troy oz) 83.0 -0.8

Aluminium (US market) \$1570 -6s

Copper (US Producer) 124c +1

Lead (US Producer) 50c +1

Mercury (free market) 397s -15

Tin (London) 15.18s +10

Zinc (US Prime Western) 70c

Cattle (live weight) 50.75s -0.75s

Sheep (dead weight) 143.23s +2.23s

Pig (live weight) 74.70s -5.81s

London daily sugar (raw) \$260.9w

London daily sugar (white) 110.20w

Tax and Licence price (Cents/lb) -3.0

Standard Sugar (white) 110.20w

Molasses (US No. 3 yellow) 2162

Wheat (US Dark Northern) 210s

Rubber (Oct) 50.75s -0.75s

Rubber (Jan) 51.00p +1

Coconut oil (Philippines) \$360.00

Palm Oil (Malaysia) 854s +5

Coconut oil (Thailand) 854s +5

Soyabeans (US) 1324 +1

Cotton "A" Index 82.60c

Woolops (US Super) 380s

C & tonne unless otherwise stated. p=per cent.
s=cents/lb. r=importing. q=New Dec. f=Feb. u=Dec
v=Jan. w=DecJul z=FebMar. M=Market Commission
average laststock price. * change from a week
ago. **London physical market. g=CPIC Rotterdam.
**Bullion market close. m=Milan metal exchange.

COCOA - London FOX
Close Previous High/Low
Dec 659 652 717 698
Mar 752 745 770 746
May 776 775 792 773
Jul 798 795 813 798
Sep 847 845 855 818
Dec 847 845 855 873
Mar 875 874 886 873

Turnover: 10,000 lots of 10 tonnes

CCO indicator prices (SDRs per tonne). Daily price for Nov 19 858.01 (541.12) 10 day average for Nov 19 856.17 (865.20)

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ASIAN AND PACIFIC producers accounting for 90 per cent of world coconut oil production have begun a week-long meeting to devise ways of boosting the industry, reports Reuters from Penang.

In a paper presented at the meeting, the Jakarta-based APCC secretariat said prices had fallen to such an extent that they posed a serious problem

Cleaning up in the widening borax market

Kenneth Gooding visits the company accounting for 55 per cent of world production

M R IAN White-Thomson, whose Oxford-educated accent has not changed even though he has been living in the US for 21 years, was standing in the middle of the Mojave Desert, 120 miles from Los Angeles, wondering if the Americans could be persuaded to change their washing habits.

Mining company executives are usually more concerned about finding new deposits and the problems of extracting and processing ore rather than what happens in the end-markets for the metals or minerals that they labour to produce.

But Mr White-Thomson is president of US Borax, which is far from typical. It owns one of the world's two highest-grade boron mines, which between them account for about 80 per cent of the market for this important industrial mineral.

US Borax also processes the raw material it mines in the Mojave Desert, either on site or at facilities on the Californian coast at Wilmington, to produce a wide range of products, including pentahydrate borax, dehydrate borax, anhydrous borax and boric acid.

US Borax is part of the RTZ Corporation of the UK, the world's biggest mining group.

RTZ Borax, which includes not only the US company but the group's silica and talc operations, claims about 55 per cent of the total market for borates, estimated to have been about 960,000 tonnes in 1989, and over the years has managed to prevent borax products becoming simply commodities.

It still has some control over prices, which for most borates have recently been about US\$250 a short ton (2,000 lb), the highest ever.

"We are willing to operate below capacity to prevent erratic prices. We try to price fairly on a global - not just a national - basis," said Mr White-Thomson.

"More positively, US Borax is also actively helping its customers develop products that use borates, which was why Mr White-Thomson was interested in the way Americans washed their clothes.

Boron, found as a white powder or contained in unusual, shiny crystals, provides essential



The 20-mile Teams of Death Valley hauled borax over a desolate, 165-mile trail after mining started in California in 1881. US Borax still uses the 20-mile symbol today and claims it is one of the best-known in North America. Jose Ruez Grandee was commissioned in 1965 to produce this painting.

that reinforces the plastic containers for more than 200 products. For example, it is indispensable in the metals industry, where it helps the melting process.

In Europe its best market is as a bleach in washing powders. This market so far is very little untapped in North America where clothes are washed in water heated to much lower temperatures than in Europe, so sodium perborate does not work all that well.

Procter and Gamble, one of the major washing powder producers, recently developed perborate activators for low-temperature laundering and launched in America a European-style detergent. But the company has taken care to patent its product, which means that its rivals cannot quickly follow its lead.

So for the foreseeable future the biggest demand for borates in North America will continue to come from the glass fibre manufacturers. Glass fibre, or glass reinforced plastic, is one of the twentieth century's key materials because of its insulating properties. And the glass

major edible oils and fats, a campaign against tropical oils in the US, declining returns to farmers, growing import curbs and the poor image of the industry.

In a paper presented at the meeting, the Jakarta-based APCC secretariat said prices had dramatically dropped and, much worse, we lost our pre-

and 3 per cent a year.

US Borax is keen to expand the growth rate because it has plenty of spare capacity. Back in 1980, spurred on by earlier Club of Rome predictions that world demand for metals and minerals would soar, the company spent \$80m on a unique borax plant at the mine site. This also had the effect of freeing capacity for the production of sodium borate.

The Club of Rome's prediction proved to be very wide of the mark, however, and the US Borax facility, which the company claims produces the world's lowest cost boric acid, is working at only 60 per cent of capacity.

That is not to imply that US Borax is unprofitable. From its 1986 start, the company prefers to keep its few competitors in the dark about its finances, but it admits to a turnover of more than \$50m, more than half of which is from exports.

FZT Borax, drawing mainly from the wealth provided by the Mojave Desert mine, contributes about 5 per cent of the market share, with a great deal to be desired, has about 35 per cent of the market, supplying mainly crude products for fibre glass.

So there has been constant competitive pressure for US Borax to increase productivity. Mr Larry Bellotti, vice president, Borax Operations, says that, while the workforce at the mine site (which is mainly employed in the processing operations) has fallen from 1,100 to 815 since 1982, output improved from 0.26 tons per man hour to 0.37 tons.

The company's mine has 27m tonnes of reserves enough to keep the world supplied for another 20 years at the present rate of demand. Nevertheless, it continues to look for more borax deposits and some areas in Death Valley look promising, says Mr White-Thomson.

However, the prospects of finding another deposit as rich as the one in the Mojave desert are very slim indeed.

But America's detergent producers have a better chance of persuading many Americans to change their way of laundering clothes, particularly as their present system relies heavily on chlorine, a less environment-friendly product than sodium perborate. If the market does grow, US Borax is ready.

using commercially viable products," Mr Jose Eleazar, chairman of the United Coconut Association of the Philippines, told the meeting.

Coconut oil, currently about \$330 a tonne cheaper than soybean oil, fetches the lowest prices among vegetable oils.

LONDON STOCK EXCHANGE

Legal issue sends the bears running

THE UK stock market opened the week the first of a three week equity trading account, on a suddenly brighter note, gaining 37 points on the FT-SE Index scale of best and briefly moving above the FT-SE 2,100 point last seen on October 25.

A host of reasons were put forward for the sudden upswing, ranging from signs of improvement in Mrs Margaret Thatcher's chances of re-election to the Conservative Party leadership today, to the Iraqi offer to begin releasing hostages at Christmas, provided there is no outbreak of hostilities. But the principal factor, according to senior traders, was an internal market issue which drove market makers to close their bear positions.

The upset to the market makers came, apparently, from indications that legal questions have been raised concerning the established practice of borrowing shares from institutions to meet selling commitments when they have not, in fact, bought the stock; in effect, going short. The prac-

tice, originally a bond market specialty, spread into equities many years ago and has become an important part of the trading system. Market makers often borrow stock at the end of a trading account which they need to settle commitments.

The International Stock Exchange seemingly alerted members last weekend of potential legal issues over short borrowing and the implications struck home yesterday. At least one market maker, heavily committed on the long side and settled shortly after the opening of trading to buy the stock.

The FT-SE Index, which had

opened very quietly as the market waited for today's voting by Conservative members of parliament in the party leadership election, jumped from plus 2 to plus 25 within half an hour. The gain was quickly extended, and the FT-SE Index moved above 2,100. In the futures market, the FT-SE December contract rose sharply. Also encouraging equities was a fall in Brent crude oil prices to below \$30 a barrel, although this was reversed later in New York. At the day's peak, the FT-SE Index was 37.7 points up at 2,106.7.

Later, when New York opened somewhat cautiously, the London market came off the top. At its final reading of 2,053.5, the FT-SE Index was 27.9 up on the day.

The equity market has traded erratically but within a relatively narrow range of some 70 points (see chart) on the FT-SE scale since Sir Geoffrey Howe's resignation speech a week ago set the stage for today's vote by Conservative Party Members of

Parliament on the party leadership. Investors' reactions to the political developments have largely hinged on the implications for the cuts in base rates for which the stock market is hoping. However, equities have stood up fairly well to last week's dip in sterling, which reduces the prospect for an interest rate reduction in the near term. County NatWest, the UK investment bank, said yesterday that the challenge to Mrs Thatcher's leadership "certainly rules out any scope for an immediate reduction in UK base rates," but added that both the leadership contest and the inflation backdrop will be improving within a month.

Barclays de Zoete Wedd, also noting that a clear cut decision on the leadership question could see perceptions change swiftly, said that the worst situation for the market would be an "unconvincing result" to the contest, leading to speculation throughout the winter of a further challenge to Mrs Thatcher.

Whitbread tomorrow. The latest "A" share rose 5 to 424p, while Allied-Lyons (November 27) advanced 7 to 475p and Gainsford gained 17 to 748p.

Awaiting official changes, if any, in the proposed pub for brewer-swap with Elders LKL, Grand Metropolitan picked up 13 more to 590p. Bass, which has identified 2,650 pubs nationwide that could be sold or leased over the next two years, picked up 22 further to 1034p.

Heath (C.R.), insurance brokers and underwriting agents, announced a sweeping change in its London insurance businesses. This involves separating its operations into two divisions, retail and wholesale. The share price closed 6 lower at 434p ex-dividend.

HCC moved conversely to other industrial materials manufacturers, falling 15 to 299p. A downbeat preliminary statement is expected today because of more vigorous competition and a forecast downturn in the European paper industry. According to County NatWest, the current rating of the shares is unreasonably high. Exceptional will cause profits to be even lower than our forecast of 2100m, against £136.7m, says County.

Kurobo stock continued to recover with the emphasis on the mid-pip package, which closed 55 up at 163p premium. The units rose 18 to 33p. Incapace, a possible contender for the FT-SE 100 index, jumped 12 to 24p, having won overseas trader Lontra responded further to last Friday's buy recommendation from S G Warburg, gaining 10 to 185p.

Building stocks were mostly firmer, helped by a more relaxed mood in the market. There were hopes that a quick resolution to the Conservative Party leadership contest and a recovery in sterling would increase the prospects of an early cut in UK interest rates. Redland moved firmer in good turnover, rising 8 to 524p as 2.5m shares changed hands.

Structural steel fabricators Severfield-Roseve rose 7 to 37p.

Elsewhere in electricals, Thorn EMI attracted attention on hints that the board might follow the trend towards demergers by separating the group's consumer interests from the high technology side. The shares put on 18 to 87p but turnover was modest at 1.2m shares.

The onset of the brewery reporting season accompanied increased trading activity in the sector. The main issues all moved sharply higher on expectations of extremely respectable interim profits and earnings growth, starting with

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Ref.	Price	Offer	+/-	Yield	Ref.	Price	Offer	+/-	Yield	Ref.	Price	Offer	+/-	Yield	Ref.	Price	Offer	+/-	Yield
National Provident Institutions					Providence Capital Life Assc. Co Ltd					Royal Heritage Life Assurance Co Ltd - Contd.					Sun Alliance Group - Contd.				
40 Grangehouse Sq, London EC2P 3HH	101.4	101.5	-0.1	4.5%	Total Investment Fund	131.2	131.3	-0.1	4.5%	Global Fund	100.4	100.5	-0.1	4.4%	Prudential Management Co Ltd	102.6	102.7	-0.1	4.4%
UK Equity	100.6	100.7	-0.1	4.5%	UK Equity Fund	131.2	131.3	-0.1	4.5%	Equity Income	100.5	100.6	-0.1	4.4%	American Fund	102.6	102.7	-0.1	4.4%
America Fund	99.2	99.3	-0.1	4.5%	UK Bonds Fund	131.2	131.3	-0.1	4.5%	Corporate Growth	101.4	101.5	-0.1	4.4%	Corporate Fund	102.6	102.7	-0.1	4.4%
Fixed Int	124.8	124.7	-0.1	4.5%	Proprietary Fund	131.2	131.3	-0.1	4.5%	Partnership Fund	102.6	102.7	-0.1	4.4%	Private Equity Fund	102.6	102.7	-0.1	4.4%
Deutsche Pfandfonds (Aachen) Gmbh	172.3	172.4	-0.1	4.5%	International Growth Fund	131.2	131.3	-0.1	4.5%	Private Equity Fund	102.6	102.7	-0.1	4.4%	Private Equity Fund	102.6	102.7	-0.1	4.4%
UK Fixed Int	101.8	101.9	-0.1	4.5%	Far East Fund	131.2	131.3	-0.1	4.5%	Private Equity Fund	102.6	102.7	-0.1	4.4%	Private Equity Fund	102.6	102.7	-0.1	4.4%
UK Managed Fund	101.8	101.9	-0.1	4.5%	Far East Fund	131.2	131.3	-0.1	4.5%	Private Equity Fund	102.6	102.7	-0.1	4.4%	Private Equity Fund	102.6	102.7	-0.1	4.4%
Property Fund	101.2	101.3	-0.1	4.5%	Far East Fund	131.2	131.3	-0.1	4.5%	Private Equity Fund	102.6	102.7	-0.1	4.4%	Private Equity Fund	102.6	102.7	-0.1	4.4%
UK Fund	101.2	101.3	-0.1	4.5%	Far East Fund	131.2	131.3	-0.1	4.5%	Private Equity Fund	102.6	102.7	-0.1	4.4%	Private Equity Fund	102.6	102.7	-0.1	4.4%
UK Managed Fund	101.2	101.3	-0.1	4.5%	Far East Fund	131.2	131.3	-0.1	4.5%	Private Equity Fund	102.6	102.7	-0.1	4.4%	Private Equity Fund	102.6	102.7	-0.1	4.4%
Principia Int'l	100.4	100.5	-0.1	4.5%	Far East Fund	131.2	131.3	-0.1	4.5%	Private Equity Fund	102.6	102.7	-0.1	4.4%	Private Equity Fund	102.6	102.7	-0.1	4.4%
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CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Dollar and sterling firmer

THE DOLLAR improved against European currencies, apart from sterling, on reported news that Iraq is sending more troops to Kuwait. The prospect of a conflict in the Gulf pushed the US currency higher, but it remained weaker on the day against the Japanese yen, after Mr Yasushi Mieno, governor of the Bank of Japan, spoke in favour of a strong domestic currency.

The dollar touched a low of DM1,4650, as the market continued to absorb indications that the US Federal Reserve has eased its monetary stance. The Fed added money to the New York banking system yesterday, when Federal funds were trading at 7% per cent. Action by the US authorities last week appeared to indicate a cut in the Fed funds target rate to 7% from 7½ per cent.

In Frankfurt the Bundesbank did not intervene when the dollar was fixed at a record low of DM1,4580, compared with DM1,4790 on Friday. This was near the bottom of the morning's trading range.

But fears of war in the Gulf prompted a dollar rally. At the London close the US currency had improved to DM1,4740 from DM1,4705; to FF14,9750 from FF14,975; and to SF1,2450 from SF1,2445, but had fallen to Y12,900 from

Y129,40. The dollar's index declined to 58.8 from 60.0.

Sterling had a firmer tone, but trading was nervous as domestic political events overshadowed the market. Dealers said that the pound is likely to suffer this week if Mrs Margaret Thatcher is chosen as UK prime minister at today's election for a leader of the ruling Conservative party.

This will reflect the fact that Mr Michael Heseltine, her opponent, is relatively unknown to foreign investors, but any fall could be short-lived if any new leader was seen to improve the chances of a conservative victory at the next UK general election. Recent opinion polls have suggested that Mr Heseltine is more popular with the British public and the pound could also receive a boost from his pro-European views.

In London sterling rose to DM2,9050 from DM2,8900; to FF19,8205 from FF19,7650; and to SF1,2455 from SF1,24475. The pound also gained 45 points to \$1,9705, but fell to Y24,26 from Y25,50. Its index climbed 0.2 to 94.0.

Against this background, the market chose to ignore a drop in UK third quarter gross national product growth of 1 per cent from the second quarter. This was the first quarterly decline for five years, tending to confirm the onset of recession and encouraging speculation of lower UK bank base rates.

Despite a slight overall improvement, the pound remained the weakest member of the European Monetary System. This prompted suggestions that even if the UK economy is in a recessionary phase there is limited scope for a cut in interest rates.

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Estimated volume total: Cds 21,14 Pds 3,907 Previous day's open int: Cds 21,004 Pds 3,887

Estimated volume total: Cds 250 Pds 130 Previous day's open int: Cds 166 Pds 2028

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3pm prices November 19

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Continued on Page 43

FINANCIAL TIMES TUESDAY NOVEMBER 20 1990

NYSE COMPOSITE PRICES

12 Month
High Low Stock Div Yield P/E Ratio
Close Close
Continued from Previous Page

	Open	High	Low	Stock	Div	Yield	P/E	Ratio	Close	Close	Open	High	Low	Stock	Div	Yield	P/E	Ratio	Close	Close
AT&T	100.00	100.00	99.00	AT&T	—	—	—	—	99.00	99.00	99.00	99.00	99.00	AT&T	—	—	—	—	99.00	99.00
American	10.00	10.00	9.00	American	—	—	—	—	9.00	9.00	9.00	9.00	9.00	American	—	—	—	—	9.00	9.00
Amoco	100.00	100.00	99.00	Amoco	—	—	—	—	99.00	99.00	99.00	99.00	99.00	Amoco	—	—	—	—	99.00	99.00
Andersen	10.00	10.00	9.00	Andersen	—	—	—	—	9.00	9.00	9.00	9.00	9.00	Andersen	—	—	—	—	9.00	9.00
Apple Computer	100.00	100.00	99.00	Apple Computer	—	—	—	—	99.00	99.00	99.00	99.00	99.00	Apple Computer	—	—	—	—	99.00	99.00
AT&T Bell	10.00	10.00	9.00	AT&T Bell	—	—	—	—	9.00	9.00	9.00	9.00	9.00	AT&T Bell	—	—	—	—	9.00	9.00
AT&T Long Distance	10.00	10.00	9.00	AT&T Long Distance	—	—	—	—	9.00	9.00	9.00	9.00	9.00	AT&T Long Distance	—	—	—	—	9.00	9.00
AT&T Mobility	10.00	10.00	9.00	AT&T Mobility	—	—	—	—	9.00	9.00	9.00	9.00	9.00	AT&T Mobility	—	—	—	—	9.00	9.00
AT&T Telecommunications	10.00	10.00	9.00	AT&T Telecommunications	—	—	—	—	9.00	9.00	9.00	9.00	9.00	AT&T Telecommunications	—	—	—	—	9.00	9.00
AT&T Wireless	10.00	10.00	9.00	AT&T Wireless	—	—	—	—	9.00	9.00	9.00	9.00	9.00	AT&T Wireless	—	—	—	—	9.00	9.00
AT&T WorldNet	10.00	10.00	9.00	AT&T WorldNet	—	—	—	—	9.00	9.00	9.00	9.00	9.00	AT&T WorldNet	—	—	—	—	9.00	9.00
AT&T X2	10.00	10.00	9.00	AT&T X2	—	—	—	—	9.00	9.00	9.00	9.00	9.00	AT&T X2	—	—	—	—	9.00	9.00
AT&T Y2K	10.00	10.00	9.00	AT&T Y2K	—	—	—	—	9.00	9.00	9.00	9.00	9.00	AT&T Y2K	—	—	—	—	9.00	9.00
AT&T Y2K II	10.00	10.00	9.00	AT&T Y2K II	—	—	—	—	9.00	9.00	9.00	9.00	9.00	AT&T Y2K II	—	—	—	—	9.00	9.00
AT&T Y2K III	10.00	10.00	9.00	AT&T Y2K III	—	—	—	—	9.00	9.00	9.00	9.00	9.00	AT&T Y2K III	—	—	—	—	9.00	9.00
AT&T Y2K IV	10.00	10.00	9.00	AT&T Y2K IV	—	—	—	—	9.00	9.00	9.00	9.00	9.00	AT&T Y2K IV	—	—	—	—	9.00	9.00
AT&T Y2K V	10.00	10.00	9.00	AT&T Y2K V	—	—	—	—	9.00	9.00	9.00	9.00	9.00	AT&T Y2K V	—	—	—	—	9.00	9.00
AT&T Y2K VI	10.00	10.00	9.00	AT&T Y2K VI	—	—	—	—	9.00	9.00	9.00	9.00	9.00	AT&T Y2K VI	—	—	—	—	9.00	9.00
AT&T Y2K VII	10.00	10.00	9.00	AT&T Y2K VII	—	—	—	—	9.00	9.00	9.00	9.00	9.00	AT&T Y2K VII	—	—	—	—	9.00	9.00
AT&T Y2K VIII	10.00	10.00	9.00	AT&T Y2K VIII	—	—	—	—	9.00	9.00	9.00	9.00	9.00	AT&T Y2K VIII	—	—	—	—	9.00	9.00
AT&T Y2K IX	10.00	10.00	9.00	AT&T Y2K IX	—	—	—	—	9.00	9.00	9.00	9.00	9.00	AT&T Y2K IX	—	—	—	—	9.00	9.00
AT&T Y2K X	10.00	10.00	9.00	AT&T Y2K X	—	—	—	—	9.00	9.00	9.00	9.00	9.00	AT&T Y2K X	—	—	—	—	9.00	9.00
AT&T Y2K XI	10.00	10.00	9.00	AT&T Y2K XI	—	—	—	—	9.00	9.00	9.00	9.00	9.00	AT&T Y2K XI	—	—	—	—	9.00	9.00
AT&T Y2K XII	10.00	10.00	9.00	AT&T Y2K XII	—	—	—	—	9.00	9.00	9.00	9.00	9.00	AT&T Y2K XII	—	—	—	—	9.00	9.00
AT&T Y2K XIII	10.00	10.00	9.00	AT&T Y2K XIII	—	—	—	—	9.00	9.00	9.00	9.00	9.00	AT&T Y2K XIII	—	—	—	—	9.00	9.00
AT&T Y2K XIV	10.00	10.00	9.00	AT&T Y2K XIV	—	—	—	—	9.00	9.00	9.00	9.00	9.00	AT&T Y2K XIV	—	—	—	—	9.00	9.00
AT&T Y2K XV	10.00	10.00	9.00	AT&T Y2K XV	—	—	—	—	9.00	9.00	9.00	9.00	9.00	AT&T Y2K XV	—	—	—	—	9.00	9.00
AT&T Y2K XVI	10.00	10.00	9.00	AT&T Y2K XVI	—	—	—	—	9.00	9.00	9.00	9.00	9.00	AT&T Y2K XVI	—	—	—	—	9.00	9.00
AT&T Y2K XVII	10.00	10.00	9.00	AT&T Y2K XVII	—	—	—	—	9.00	9.00	9.00	9.00	9.00	AT&T Y2K XVII	—	—	—	—	9.00	9.00
AT&T Y2K XVIII	10.00	10.00	9.00	AT&T Y2K XVIII	—	—	—	—	9.00	9.00	9.00	9.00	9.00	AT&T Y2K XVIII	—	—	—	—	9.00	9.00
AT&T Y2K XIX	10.00	10.00	9.00	AT&T Y2K XIX	—	—	—	—	9.00	9.00	9.00	9.00	9.00	AT&T Y2K XIX	—	—	—	—	9.00	9.00
AT&T Y2K XX	10.00	10.00	9.00	AT&T Y2K XX	—	—	—	—	9.00	9.00	9.00	9.00	9.00	AT&T Y2K XX	—	—	—	—	9.00	9.00
AT&T Y2K XXI	10.00	10.00	9.00	AT&T Y2K XXI	—	—	—	—	9.00	9.00	9.00	9.00	9.00	AT&T Y2K XXI	—	—	—	—	9.00	9.00
AT&T Y2K XXII	10.00	10.00	9.00	AT&T Y2K XXII	—	—	—	—	9.00	9.00	9.00	9.00	9.00	AT&T Y2K XXII	—	—	—	—	9.00	9.00
AT&T Y2K XXIII	10.00	10.00	9.00	AT&T Y2K XXIII	—	—	—	—	9.00	9.00	9.00	9.00	9.00	AT&T Y2K XXIII	—	—	—	—	9.00	9.00
AT&T Y2K XXIV	10.00	10.00	9.00	AT&T Y2K XXIV	—	—	—	—	9.00	9.00	9.00	9.00	9.00	AT&T Y2K XXIV	—	—	—	—	9.00	9.00
AT&T Y2K XXV	10.00	10.00	9.00	AT&T Y2K XXV	—	—	—	—	9.00	9.00	9.00	9.00	9.00	AT&T Y2K XXV	—	—	—	—	9.00	9.00
AT&T Y2K XXVI	10.00	10.00	9.00	AT&T Y2K XXVI	—	—	—	—	9.00	9.00	9.00	9.00	9.00	AT&T Y2K XXVI	—	—	—	—	9.00	9.00
AT&T Y2K XXVII	10.00	10.00	9.00	AT&T Y2K XXVII	—	—	—	—	9.00	9.00	9.00	9.00	9.00	AT&T Y2K XXVII	—	—	—	—	9.00	9.00
AT&T Y2K XXVIII	10.00	10.00	9.00	AT&T Y2K XXVIII	—	—	—													

AMERICA

Dow shrugs off reports of troop build-up in Kuwait

Wall Street

REPORTS OF An Iraqi troop build-up in Kuwait and higher oil prices failed to depress market sentiment yesterday morning as share prices moved broadly higher in steady trading, writes *Patrick Harwood* in New York.

At 1.30 pm the Dow Jones Industrial Average was 7.42 up to 2,557.57, but some way below its high for the morning. The Standard & Poor's 500 was 2.22 higher at 319.34 at mid-session, while the counter stocks also enjoyed a good morning with the American S&P Composite index putting on 1.15 to 266.37.

December crude oil prices rose 77 cents to \$30.85 a barrel on news of the reinforcement of Iraqi units in Kuwait, turning around an early fall based on reports that Iraq was willing to free all hostages if there were no hostilities for three months.

Analysts believe that the market's recent rally is now well established and do not expect any serious reversals in the short term. The resilience of share prices yesterday stemmed primarily from the news that the Federal Reserve signalled an easing of monetary policy on Friday. The Fed

wants lower short-term interest rates to stimulate economic activity and cushion the impact of the recession on companies and consumers.

The market is also taking a positive line on the Gulf crisis, with sentiment boosted by the belief among some political analysts that the US government is willing to delay military action to allow more time for economic sanctions to work.

There were declines among oil and gas drilling stocks as investor concern deepened over the cost of implementing new safety requirements for North Sea rigs, recommended in the wake of the Piper Alpha disaster in July 1988. Rowan fell 5% to \$11 and Global Marine dropped 5% to 54% in heavy trading both companies have substantial operations in the North Sea.

Mr James Carroll, analyst at PaineWebber, believes optimism over the impact of new safety rules has been overdone and that oil rig operators should be able to pass on the rise in costs to the oil companies that lease the rigs. However, he noted that stories had circulated in the industry that some rigs might not win drilling approval from the authorities because of safety concerns.

ASIA PACIFIC

Nikkei posts recovery but volume remains meagre

Tokyo

LOWER US interest rates, rising domestic bond prices and an easing of tension in the Gulf put Japanese equities back on an upturn yesterday, but hopes of better trading volume were not realised, writes *Enrico Terzani* in Tokyo.

The Nikkei average saw its day's low of 23,165.88 in the morning, but despite profit-taking the index closed 346.53 higher at the day's high of 23,512.16. Advances led declines by 610 to 328 with 152 unchanged. The Topix index of all first section stocks rose 19.94 to 1,740.06 and, in London, the LSE/Nikkei 50 index rose 4.77 to 1,310.23.

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While the market turned up for the first time in four days, underlying sentiment was still bearish. Miss Benedicta Ivey at Credit Lyonnais said that foreign political indicators were turning positive, but more selling pressure from margin accounts is expected toward the end of the week.

Big companies rose on the higher bond prices. Nippon Steel, the most actively traded issue of the day, was up Y12 to Y412, NKK rose Y7 to Y385 and Mitsubishi Heavy Y11 to Y663.

Regional banks were strong, with Toho Bank up Y30 to Y1,300 and Yamaguchi Bank up Y70 to Y1,050, as investor interest was drawn to the sector by the merger announced by San-in Goto Bank, ranked 28th among Japan's 64 regional banks, with Fuso Bank, a small, local bank.

After the merger, the new San-in Goto Bank is expected to dominate the San-in area, in

the west of Japan. San-in Goto closed up Y20 at Y900.

President Saddam Hussein's announcement of a proposed release of hostages triggered active buying of Shioya Corp., a leading plant engineer. The stock closed at Y1,880, a gain of Y80. Previously, the market had trimmed its price because of its exposure in plant construction in the Middle East.

Itohman & Co, the trading house which is restructuring its property-related unit exposure, fell victim to pessimism after gaining Y10 on Friday. The company heightened speculation about poor first half results by delaying their release until after the market's close. The shares ended Y55 lower at Y50.

Sumitomo Bank, which will be overseeing the reform of Itohman and its largest creditor, also weakened, ending down Y40 to Y1,660.

In Osaka, speculative stocks fell on profit-taking, but regionals were bought. Seirei rose Y30 to Y3,330, and Chugai Ro, a top industrial furnace maker, was up Y70 to Y1,190. The OSE average rose 13.67 to 26,954.64 on a volume of 59.9m shares against 39.4m on Friday.

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Austerity has been hard, but for many the worst has yet to come ... Page 2

SECTION III



Transition to government has revealed strains within Solidarity. But fortunately, writes Anthony Robinson, Poles continue to support tough economic reforms, whose success is vital for the stability of the country and the security of Europe, east and west.

Walesa calls for haste

POLAND NEVER knew real feudalism, real capitalism or real socialism, according to Mr Krzysztof Kedowski, a journalist and editor before he became minister of the interior.

Yet this strongly Catholic and stubbornly nationalistic country has embarked on the most determined transition to full-blooded capitalism in eastern Europe. It is a paradox, which suggests that after 50 years of Nazi occupation and communist domination, the independent Poland, which now occupies the space between a united Germany and a disintegrating Soviet empire, has changed in significant ways.

Certainly, it has gone through major changes since communist power collapsed in the aftermath of the June 1989 elections. Although only semi-free, they allowed Poles to show their overwhelming support for opposition Solidarity candidates and paved the way for the formation of a Solidarity government headed by prime minister Tadeusz Mazowiecki three months later.

The assumptions upon which the "round-table" negotiations which preceded those elections were based - a con-

tinuing leading role for the Communist party and opposition status for Solidarity - proved wildly wrong. Solidarity found itself in power, and the Communist party disbanded itself shortly thereafter amid a general re-writing of the political map throughout east and central Europe.

Yet 15 months after these dramatic events, 65 per cent of seats in the Sejm, the lower house of parliament, are still held by those elected on the communist slate, and the president is still General Wojciech Jaruzelski, the communist general who imposed martial law in 1981.

This is because the Solidarity group, then led by Mr Bronislaw Geremek, which ousted the government, decided to soldier on for three years, in order to push through basic economic and political reforms.

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General Wojciech Jaruzelski (above), who imposed martial law in 1981 but remained president long enough to oversee the demise of communist rule, bows out after presidential elections this coming Sunday. The main contenders are Mr Lech Walesa (left), the charismatic Solidarity union leader, and the prime minister, Mr Tadeusz Mazowiecki (top left).

as the man who Poles can rely on in the difficult times which surely lie ahead.

Many, perhaps a majority of Poles, retain affection and support for Mr Walesa, whose often shrewd judgments, earthy prose and undoubted courage have served Poland well. But it is unlikely that he will receive the overwhelming support he originally hoped for, although many share his belief that the reforms have been marking time in recent months.

Many of the intellectuals who helped create the Solidarity alliance between working class, intelligentsia and Catholic church, and gave high moral tone to Solidarity's non-violent opposition to totalitarianism, now oppose his presidential ambitions.

Mr Geremek, who recently resigned as leader of the Soli-

darity group in parliament, is one such opponent, alongside Mr Adam Michnik, Mr Jacek Kuron and other veterans of the worker defence movement KOB, which preceded Solidarity. They worry that Poland's fledgling democracy is still vulnerable to authoritarian temptation and, under stress, could lapse from parliamentary democracy to an authoritarian regime similar to that created by Marshal Józef Piłsudski between the wars.

Fortunately for Poland, there seems to be a strong consensus that, whatever the result of the forthcoming elections, nothing should be done to de-rail the Balcerowicz plan drawn up by the finance minister in close co-operation with the IMF, the World Bank and a group of western and Polish economists.

Poland will probably never

be as rich as Germany. But the dedicated technocrats now forcing the pace of economic change believe it is not unwise to aim for a standard of living equivalent to Portugal within a few years, or to emulate Spain's transition from Francism to multi-party democracy and full EC membership within a decade. That is what many ordinary Poles also aspire to, if rising support for the Balcerowicz plan in recent opinion polls is any guide.

The aim of the Balcerowicz plan is to develop Poland into a modern European country, introducing methods and laws modelled on EC practice, in a way which would satisfy both Poland's own European aspirations and encourage Soviet modernisers facing an infinitely more difficult task in their own country. The

Why ambitious Solidarity politicians must heed the pulpit's power Page 4

IN THIS SURVEY

Privatisation is proving to be more complex than expected

Foreign investment is seen as vital to Polish privatisation Page 3

Retailing is at the forefront of the programme Page 9

Profile of two of the companies most likely to be privatised Page 10

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Editorial production: Martin Davies

monetary overhang. Unemployment is expected to rise next year to 2m, although overall production is expected to rise 5 per cent after this year's 25 per cent drop in output by the socialised sector.

There are several other clouds on the horizon. The conversion of intra-Comecon trade from a soft rouble to a hard-dollar basis from January 1 next year, coupled with the rise in energy prices induced by the Gulf crisis, could cost Poland over \$5bn through loss of markets, higher prices and physical cutbacks in oil and gas supplies.

Despite the difficulties, Poland is committed to creating a modern European state within a decade. Given its key position between east and west, the outcome could be crucial to the stability of Europe as a whole.

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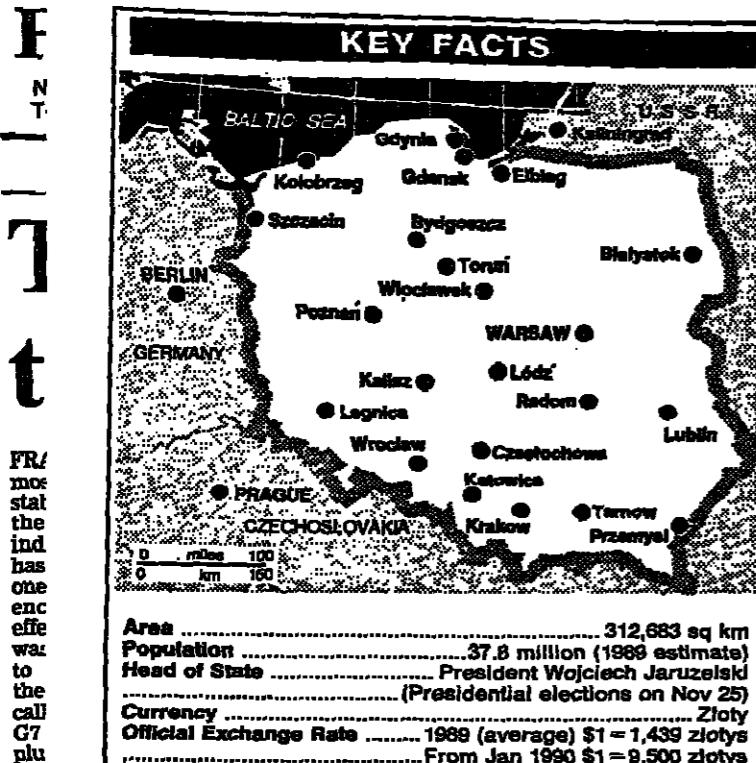


EGO Agency

POLAND 2

The economy: reading the balance sheet after a year of shock treatment, Anthony Robinson finds...

A nation of small traders, exporters and stoicks



ECONOMY		1989	Latest
Total GDP (\$bn)	207.0	n.a.	
GDP per capita (\$)	5,468	n.a.	
Trade (convertible currencies)			
Current account balance (\$bn)	-1.6	n.a.	
Exports (\$bn)	8.3	7.6	
Imports (\$bn)	8.4	4.2	
Trade Balance (\$bn)	-0.1	-3.4	
Export growth (%)	7.4	24.6	
Import growth (%)	22.3	-24.3	
Trade with Comecon area			
Export growth (%)	-20.6	-8.5	
Import growth (%)	-26.1	-30.0	
External debt (\$bn end period)	40.0	44.0 Sep	
Consumer prices (% pa)	244.5	79.6 Jan	
Month on month % changes			
In 1990	+13.4	4.0 Oct	
Real wages (% change)			
Real money income (% change)	-31.7	-31.0	
Industrial prod. (% change)	-2.9	-35.5	
Unemployment (000s)	9.7 Dec	568.2 Jun	
Reserves minus gold (\$bn)	2.3	4.3 Jul	
Narrow money growth (% pa)	231.5	n.a.	
Discount Rate (% end period)	140.0	43.0 Oct	
Main trading partners			
EXPORTS			
IMPORTS			
USSR	21.0	18.2	
West Germany	14.8	15.8	
EC	32.2	33.8	

* = Jan-Sep 1990 only

** = Jan-Sep 1990 figures, at annual rates

* = Percentage change over same period, previous year

Sources: IMF and national government sources

POLAND, characteristically, has taken a cavalry-charge approach to the transformation of its bankrupt command economy. The logic behind the full-frontal assault, in a favorite expression of finance minister Leszek Balcerowicz, is that "you don't cross a chasm in little hops".

But there is nothing remotely romantic or impetuous about the cold-blooded, systematic way Poland's first non-communist post-war government has slashed living standards and slaughtered sacred cows in its bid to restore credibility to the zloty and create the legal and institutional framework for a resurgence of private-enterprise capitalism.

The boldest single stroke was to make the zloty convertible internally by the simple method of fixing its official exchange rate from January 1, at the approximate level then ruling on the black market - around 9,500 zlotys to the dollar.

That 58 per cent devaluation created a deliberately undervalued currency, which was a key feature of the first, or stabilisation, stage of the so-called Balcerowicz plan, named after the finance minister and put together by Polish and American economists in close co-operation with the IMF.

This aimed at stabilising the currency after months of hyperinflation, inherited from the chaotic and contradictory "liberalisation" policies of the previous communist government under prime minister Mieczyslaw Rakowski.

Subsidies were eliminated or slashed, to reduce the budget deficit, and most prices were freed. Wage rises were strictly controlled by punitive taxes on any increases above stipulated rates set well below the rate of inflation. In other words, inflation was deliberately used to eliminate the huge monetary overhang inherited from the previous two years of rapid wage inflation and falling productivity.

Another key element in the plan was the suspension of external tariffs, to expose the highly monopolised internal economy to foreign competition.

Less spectacular, but in the

long run crucial, are preparations, now advanced, for large-scale privatisation and legislation to give Poland the basic institutions of a functioning capitalist economy.

With entry to the European Community by the end of the century a key goal, the new systems are closely modelled on EC legislation and rely heavily on expert advice from EC governments and companies.

By next year, Poland should have an independent central bank, an expanding network of commercial banks, the beginnings of a money market, a stock exchange modelled closely on the Lyons bourse, a set of internationally competitive accounting rules, and new insurance companies. In short, the vital inter-connecting tissue of services and laws needed for a modern market economy should be in place.

So, after almost a year of shock treatment on an unprecedented scale, what is the preliminary balance sheet?

In the first place, it must be said that Poland has moved faster and farther than any of the other former Soviet-bloc countries beyond the rhetoric of economic reform. The gap should widen next year, as new laws and institutions come into effect. Poles have become poorer, unemployment is rising and production in the state sector has plummetted.

At the same time, at street level, Poland has spontaneously become a nation of small traders, wheelers and dealers. On the inflation front, prices initially rose higher than expected, which made the income squeeze even more severe than planned. But price rises, on a monthly basis, were heavily concentrated in the first two months, and dropped from 78 per cent in January to a low point of 1.8 per cent in August, before rising again to around 4 per cent in October.

Reduced, but not eliminated, inflation could take off again in the new year, spurred by rising real higher wages from the third quarter of 1991, the knock-on effects of the Gulf crisis, and the dollarisation of the Comecon payments system from January 1.

Both mean sharply higher imported energy prices, complicated by expected physical

shortages of Soviet energy imports and the need to buy oil from western oil companies rather than through the existing Soviet pipeline network.

Mr Balcerowicz fears that disruption of Comecon trade, including loss of the east German market, and higher oil prices could cost Poland over \$5bn next year.

Meanwhile, the key zloty/dollar exchange rate has been stable for 10 months, without recourse to the \$1bn stabilisation fund set up at the start of the year. The once-despised Polish currency is now convertible internally, and its stability in the face of a 172 per cent rise in internal prices effectively masks a substantial revaluation since January.

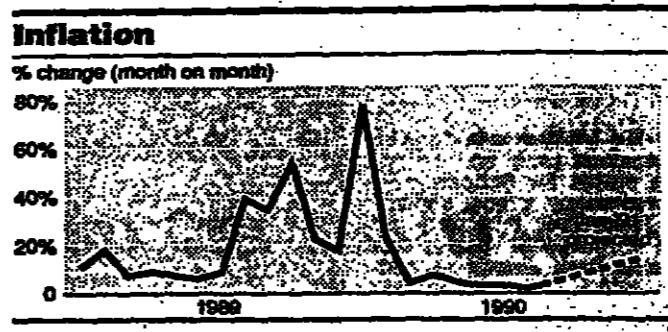
Ministers, senior officials and central bankers make quite clear that the zloty will be kept competitive, if necessary by readjusting the rate in terms of the Ecu or a basket of currencies at the appropriate time next year.

Faced with a collapse in domestic demand, and stimulated by a highly competitive currency, hard-currency exports soared 24.6 per cent over the first nine months to \$7.5bn while imports fell 24.3 per cent to \$4.2 bn. This led to a sixfold rise in the hard-currency trade surplus, to \$3.4 bn.

At the same time, a cut-back in exports and a 40 per cent drop in imports from Comecon countries, mainly due to lower



Leszek Balcerowicz: devaluation was an important first step in the plan that bears his name



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although company liquidations have been rising steadily. Unemployment, which climbed from virtually zero to over a million by end October, is expected to hit the 2m mark next year.

Polish hourly wage costs, translated at current exchange rates, are now calculated to be 30 times lower than west German rates and five times higher than labour costs in former East Germany. They will have to stay low until the hoped-for efficiency-gains from reform and foreign investment, start to show through in higher productivity. But keeping real wages low during the vital period of capital accumulation and new company formation is sure to erode the political consensus behind reform, as income differentials and the gaps between social classes widen.

Other question-marks over the future of Poland's brave dash for the market include the degree of access granted to the European Community markets for agricultural as well as industrial products, and the vexed question of debt relief.

Thanks to the moratorium on interest and principle payments until March next year, total hard-currency debt, including capitalised interest, will rise to \$100bn by the end of the year. Mr Balcerowicz and others argue that, while the debt hangs over the economy, new foreign investment will be inhibited, and that it will be impossible to find resources to modernise the infrastructure and tackle the environmental disaster areas.

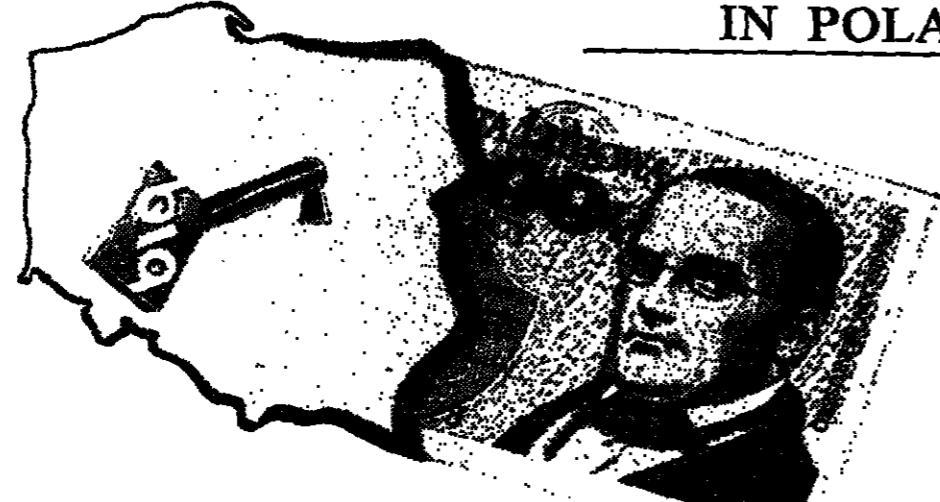
The man now pushing simultaneously towards a European-style political and economic structure argues that the west over Poland something for its long-solo in ending communism: over eastern Europe and the end of the cold war, which cost western defence spending over \$100bn a year.

If brave words of encouragement from the west are not matched by open markets, investment and debt relief, they argue, Poland could face a populist reaction to the rigours of the market economy whose reverberations would stretch way beyond Poland to the USSR and beyond.



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LESZEK Balcerowicz, Poland's 42-year-old minister of finance and deputy prime minister, has pulled off an extraordinary come-back. His popularity has risen steadily despite the fact that most Poles have suffered an unprecedented peacetime fall in their standard of living under the economic reform plan which bears his name.

The latest poll by the Centre for Public Opinion Research shows that approval of his plan rose to 35 per cent in September from 26 per cent in July.

At the same time, 54 per cent of those polled said "yes" to the specific question of whether his activity was "good for the country and in the best national interest". Over 70 per cent agreed with privatisation, a main plank in his programme, and nearly 57 per cent said they would like his personal role in politics to be greater.

This is an extraordinary testimony to the change in political attitudes in a country which, at least four times since the war, has reacted to higher taxes and food-prices by taking to the streets in anti-government riots.

Furthermore, increasing numbers of Poles appear to be identifying with his pro-

Poles are rallying round the Balcerowicz Plan

Life is still tough but optimism is rising

gramme, despite the growing political tension around the government which creates it. Critics, like Mr Lech Wałęsa, do not emphasise the hardships caused by the Balcerowicz plan, but complain rather than the pace of implementation by prime minister Tadeusz Mazowiecki's government is not fast enough.

If Mr Wałęsa wins the presidential elections on Sunday, he will probably ask Mr Balcerowicz to be his prime minister.

But no matter who wins, the partially US-trained former economics professor is almost certain to remain in charge of the economy. He evades questions about his political prospects with the observation that "the important thing is that the plan goes forward".

It is the identification of the man with the plan rather than

the government, and his image as a personally modest, but totally dedicated, and above all competent, economic reformer which seems to impress both Poles and those of the international financial community who beat a path to his spacious office in the finance ministry.

The list includes prominent Soviet economists, grappling with their own 500-day crash-programme, still mired in the realm of rhetoric.

After 50 years of Nazi occupation and Soviet-imposed communism, Poles are determined to become rich, and are prepared to make sacrifices, so long as they believe that they will bear fruit before too long.

In polls, and casual conversation, Poles often say that life, while tough, is getting better. Inflation, although still too high and rising again, is not at

last year's dispiriting hyper-inflationary levels. The zloty is stable and convertible. Above all, the shops are full. Food and goods are expensive, but customers no longer have to queue for hours, and the choice is much wider than before. There is also the satisfaction of knowing that Poland is actually getting on with real changes.

The author of the plan looks and sounds confident of an eventually successful outcome. "Talk of recession refers to the state sector only. The private sector, taken as a whole, is growing, and in agriculture we had a record grain harvest. Value added by the private sector is 35 per cent higher than a year ago," Mr Balcerowicz said in an interview.

He sees the main problems ahead as higher oil prices and

the pending upheaval in Com-econ trade with the shift to dollar trading on January 1. Rising real wages and bank credits are also a worry.

But, having destroyed a large part of domestic savings in the process of eliminating last year's threatening monetary overhang, the pressing need, he says, is for continuing tight fiscal and monetary policy and domestic and foreign investment to sustain growth.

For the international financial community, the main message from Mr Balcerowicz is a familiar one: Poland must have debt-relied on a large scale in order to become a prosperous future partner.

Earlier this year, Poland proposed to its government creditors in the Paris Club an agreement to re-pay debt at 17 cents to the dollar. It was refused. Now the minister detects "more understanding" for the Polish position, but the debt question remains a "serious stumbling block, which is intimately related to the scale of future foreign investment."

Anthony Robinson

Debt: despite a probable surplus, there is...

A case for forbearance

POLAND IS a classic case of the pitfalls of rescheduling – and the folly of lending to unreconstructed communist regimes.

In the 1970s, western banks, but above all government-backed credit institutions, lent heavily to the communist government led by Mr Edward Gierk, who came to power after the brutal suppression of the 1970 food riots.

Instead of reforming agriculture, the Gierk regime used US and other credits to import grain. Instead of reforming the Stalinist command system, it took advantage of the willingness of western governments to provide export credit guarantees for the sale of technically obsolescent chemical plants, car, tractor and other factories.

Initially, these gave a spurious modernity to the economy. Some of the funds were even hived off to finance joint energy projects in the Soviet Union and a fat living for for-

tunate *aparatchiks* of the *nomenklatura*.

By the time the bubble burst in 1980, Poland was left with total debt of around \$20bn.

Despite the virtual cut-off in new credits during the martial-law period, this is expected to have grown remorselessly to \$45bn by the end of this year – a grim monument to the accumulated weight of capitalised interest.

In February, the Paris club of creditor governments, holding two thirds of the debt, agreed to postpone all interest and principal payments until end-March 1991. Bank creditors, who originally asked Poland to pay 15 per cent of the interest due on the then \$9.1bn of medium-term debt, subsequently, and reluctantly, fell into line.

Short term, this took pressure off Poland this year – at a cost of raising total debt from around \$40bn to \$46bn, including some new credits

from the World Bank and other sources. Now, with Poland expecting a \$3bn hard-currency trade surplus this year, some creditors are pressing for resumption of payments.

Mr Balcerowicz fiercely opposes the idea, because he believes "it would place a political mine under the reform programme" if the sacrifices made were to be used to pay off debt.

Other ministers and senior officials put the question even more forcibly. They argue that it is largely thanks to Poland that the cold war has come to an end – permitting western governments, Poland's biggest creditors, to cut back their defence budgets.

Some of that peace dividend, they argue, should accrue to Poland in relief of debt which helped to keep the former communist regime in power, and are now the biggest obstacle to creation of a flourishing democracy.

creation of a mechanism for future capital accumulation and growth.

Next year's target is to privatise a further 200 enterprises, although many close to the action believe it would be an extraordinary achievement to complete half that. But the for-

SEE ALSO:
Retailing and
privatisation page 9
Two candidates for
privatisation page 10

sign and Polish experts currently trying to create a level playing-field, with clear laws and functioning financial and marketing institutions, believe it is very important to set a precedent by privatising the first companies in a rigorous, well-documented way.

Meanwhile, the most dynamic part of the economy is that populated by small entrepreneurs, who have grown up like mushrooms over the last 18 months, some by leasing former state-owned shops, but most by starting from scratch. The key longer-term aim is to set up the institutions and laws to ensure growth from today's modest beginnings to tomorrow's new medium and large private companies.

PRIVATISATION: many want to hurry it, but the task is proving complex, says Anthony Robinson

Foreign equity investment is seen as vital

The complexity of the task is more evident to those involved than the wider public, or to key political figures like Mr Lech Wałęsa, who is demanding "acceleration" of the sell-off of state assets to Poland's aspiring entrepreneurs.

The government, facing presidential elections on Sunday and general elections in the spring, is sensitive to criticism of foot-dragging. It has been urging all concerned to complete preparations for the five most advanced privatisation schemes, including the Krosno glass works and the Tarnów electronics company, before the presidential elections.

But Mr Waldemar Kuczyński, the minister in charge of privatisation, insists on the need to build a secure base, on which to construct "an assembly line" for privatisation on an unprecedented and accelerating scale in future.

Thus privatisation is going hand in hand with preparations to set up a stock exchange, modelled on the Lyons bourse

and a watchdog commission, based on the US Securities and Exchange Commission, as well as unit trusts, insurance companies and other investment institutions, closely modelled on existing European Community legislation.

Mr Leszek Balcerowicz, the finance minister, is anxious to

dispel the idea that foreigners will be limited to buying 10 per cent of privatised companies.

Foreign equity investment is viewed as vital if Poland is to update its management skills on existing European Community legislation.

There is much concern that

cent, though that is not meant as a barrier but a way of keeping track.

The most sensitive political question is how former state assets will be sold or distributed to ordinary Poles who, up to now, have been in theory at least, their collective owners.

Ministers believe some form

of bearer voucher system will eventually be worked out. But, given the run-down nature and obsolescence of so many of the assets to be privatised, they caution that the 100m-złoty figure mentioned by Mr Wałęsa should be regarded as "metaphorical". A more realistic starting point would be around 1m złoty, according to one senior adviser.

Re-distributing Poland's limited existing wealth through such vouchers is mainly seen as a means of privatising fast, and with some degree of rough justice. Meanwhile, a major educational task lies ahead in persuading potential investors that, in the long run, redistribution is less important than

Buoyancy in the private sector

THE EFFECTS of Poland's recession are being blunted by private business results that are showing growth mainly in the retail trade sector.

But even if state-owned industrial production is predicted to fall this year by 25 per cent, private industrial sector output will have risen by 8 per cent.

There have been major shifts in employment, with the state sector shedding 910,000 employees over the first nine months of the year; while employment in the private sector, apart from farming, has grown by 360,000.

Under the Communists, the private sector was mainly small units employing maybe two or three people offering simple

goods and services.

This year the explosion has come in retail trading, which by mid-September had brought the number of small private businesses up to 926,000, from around 820,000 at the end of 1989.

Thus, within nine months of the year, some 162,000 people have registered as opening as private retailers.

At the same time 22,000 closed and another 16,000 suspended activities.

However, high costs of credit, mounting taxes and growing rents have hit the more traditional private-service and pro-

duction sectors.

In the first nine months 45,000 shops offering services such as shoe repairs, hairdressing and car repairs opened, but 26,000 closed and 31,000 suspended activities, presumably to move into the black economy or to await the end of the recession.

Similarly, more small private producers have closed and suspended activities than have opened.

Overall this year, 100,000 small private businesses have so far closed; 92,000 have decided to wait for better times; and 279,000, mainly traders, have opened.

Christopher Bobinski

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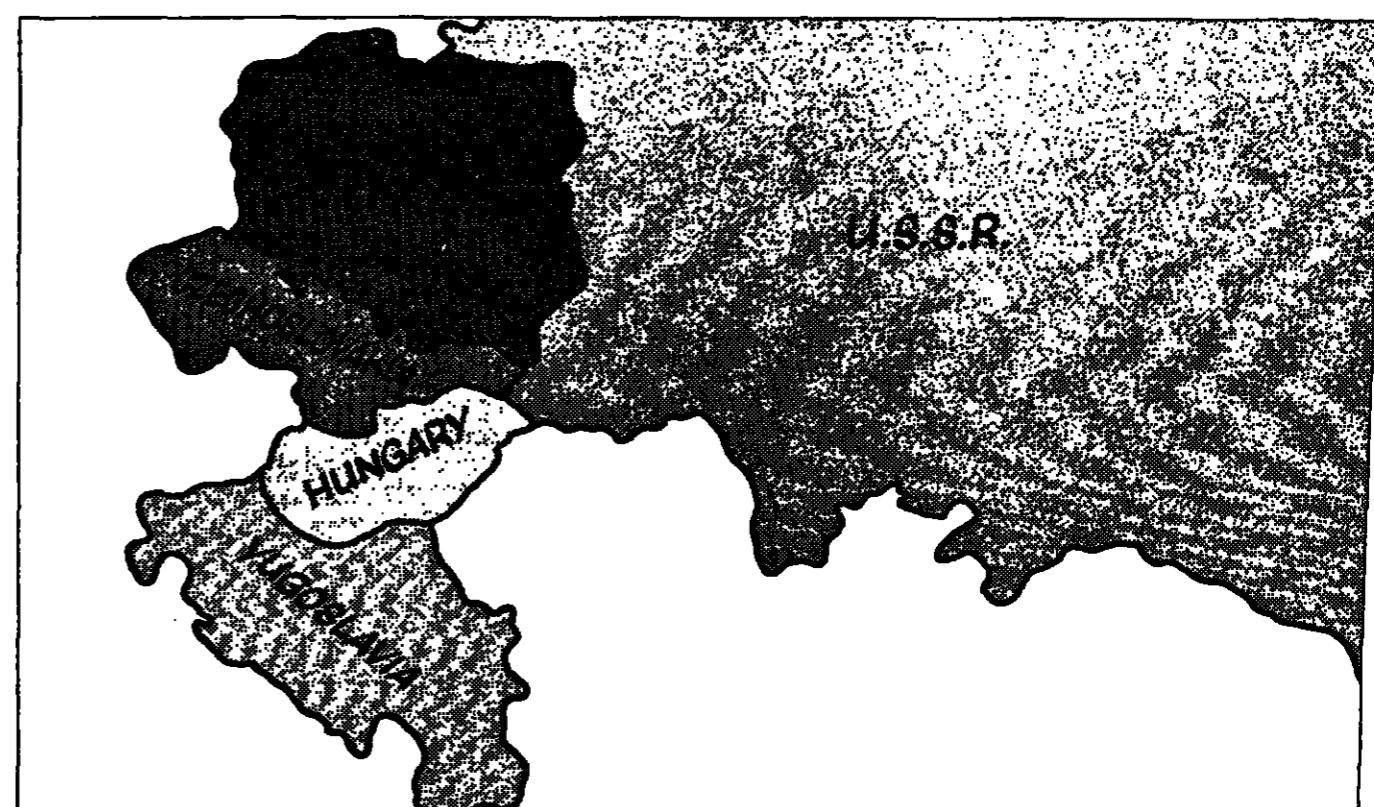
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POLAND 4

POLITICS

A stable democracy will not come easily

POLAND'S FIRST presidential election has dominated the political scene in recent weeks. Day after day, the six presidential hopefuls have invoked national symbols, trotted out the family and sought to kindle support from the 27m electorate through pale imitations of slick US television campaigning.

Their lacklustre performance derives partly from lack of experience. But it also represents an attempt to maintain an idealised model of political culture, which would forbid, for example, solely destructive sayings against other candidates, or which aims to minimise the divisive effects of the campaign for the future.

That said, the display underscores the fact that Poles have scant experience of democracy as a tool for arranging social preferences. It is a reminder, together with the re-emergence of anti-Semitic undercurrents, that the establishment of a stable parliamentary order will be a result of its post-war experiences.

Mr Bronislaw Geremek, once a top Solidarity adviser and now a declared opponent of Mr Lech Wałęsa's bid for the presidency, warns of the "authoritarian temptation" that Polish society is exposed to as a result of its post-war experiences.

Mr Geremek, now a supporter of Mr Tadeusz Mazowiecki, the prime minister and Mr Wałęsa's main challenger, had originally hoped the anti-communist consensus, which had buoyed Solidarity in the 1980s, would outlast the *ancien régime* by three years or so.

Accordingly, last autumn he sought to establish a Gaullist-type political movement, based on a Wałęsa-led Solidarity, to act as a stabiliser during the painful economic and political changes which the country is fated to undergo.

It was not to be. For one thing, Mr Wałęsa likes to be able to play his lieutenants off against each other, thus retaining a dominant role. He divined that such a party threatened to reduce him to ceremonial status, leaving real power in the hands of his prominent supporters.

Other loyal Wałęsa aides — like Lech Kaczyński, the de-

facto Solidarity union head, and his twin brother Jarosław, editor of the movement's weekly paper — also argued, with some justice, that this model threatened the country with a ruling monopoly just as long-lasting as communism.

The result was a split in the political wing of Solidarity. Some went into the pro-Wałęsa Centre Alliance.

Others, like veteran dissidents Mr Adam Michnik and Mr Jacek Kuron, now the Labour minister, founded a group known by the acronym

Whoever becomes president, the parliamentary elections next spring will see the end of Solidarity's dominance

Road, which supports Mr Mazowiecki.

Ideologically to the right of the German Social Democrats, Road takes an evolutionary approach to change, on grounds that any revolutionary break with the totalitarian past could hasten an authoritarian future.

The Centre Alliance, on the other hand, is behind Wałęsa and his campaign message that change has been too slow in privatisation, in removing the communist *nomenklatura* and in foreign policy.

Both leaders are still heavily identified with Solidarity, and their differences are seen by many Poles as an obscure, if raucous, family row.

Indeed, the way the two men are viewed — one the worker, the other the intellectual — may decide the issue. Mr Wałęsa has the votes of those in the provinces who resent the predominance of Warsaw and its élites who are perceived to be symbolised by Mr Mazowiecki.

Many could abstain, as did 40 per cent in the June 1989 elections which swept the communists from power. This time the abstainers will be those bewildered by the threat of unemployment and the lack of

a sure promise of a better future so clearly articulated by Solidarity when it was in opposition.

Rural discontent will favour the PSL farmers' party candidate Mr Roman Bartoszczek, and there should be a constituency for Mr Włodzimierz Cimoszewicz of the post-communist SDPR, which potentially has the million votes of former party members.

The other two candidates are Mr Stan Tymasiński, a Polish-Canadian businessman, and Mr Leszek Moczar, a veteran nationalist politician.

Whoever is elected, and Mr Wałęsa continues to be the favourite, parliamentary elections are to follow in the spring on a proportional representation basis. This will provide an opportunity for the country's fledgling, mostly right-wing, political parties of christian-democrat, nationalist and free-market hue, to shine. But it will also help the survival of the former communists, who faced elimination under a first-past-the-post system.

The Solidarity trade union, now down to 2.3m members from 10m a decade ago, will also be represented in parliament; but this will leave it in a weaker position to challenge future tough economic policies, or indeed Mr Wałęsa himself.

How much formal power the president will have remains to be seen. The constitution has to be rewritten, probably by the next parliament. In any case, before strong coalitions begin to form, both Sejm and Senate, the lower and upper chambers, will be full of weak and divided small parties. Thus, at the start, the president will have a strong position however much power the constitution gives him in the end.

In any event, the parliamentary elections will see the end of Solidarity's dominance over the political scene. Continuing economic difficulties will erode the movement's position, and Mr Wałęsa has already said he will step down as leader of the trade-union wing, whether or not he is elected president.

Christopher Bobinski

POLAND'S CATHOLIC church will look back on its brush with communism with mixed feelings. After all, it has emerged from the experience stronger than ever before.

One of its own — Karol Wojtyła, from Krakow — is for the first time in the country's history occupying the papal throne in Rome. It also has a powerful army of men and women, buildings and assets at its disposal.

In the last decade alone, the number of priests in Poland has grown from 20,576, in 1981, to 24,678 in 1989 — many more than the 16,115 priests and monks in, say, 1987.

What is more, the great part of the present ruling establishment is beholden to the church for the help it gave them, especially after martial law when Solidarity kept going largely thanks to the bishops and the parish clergy.

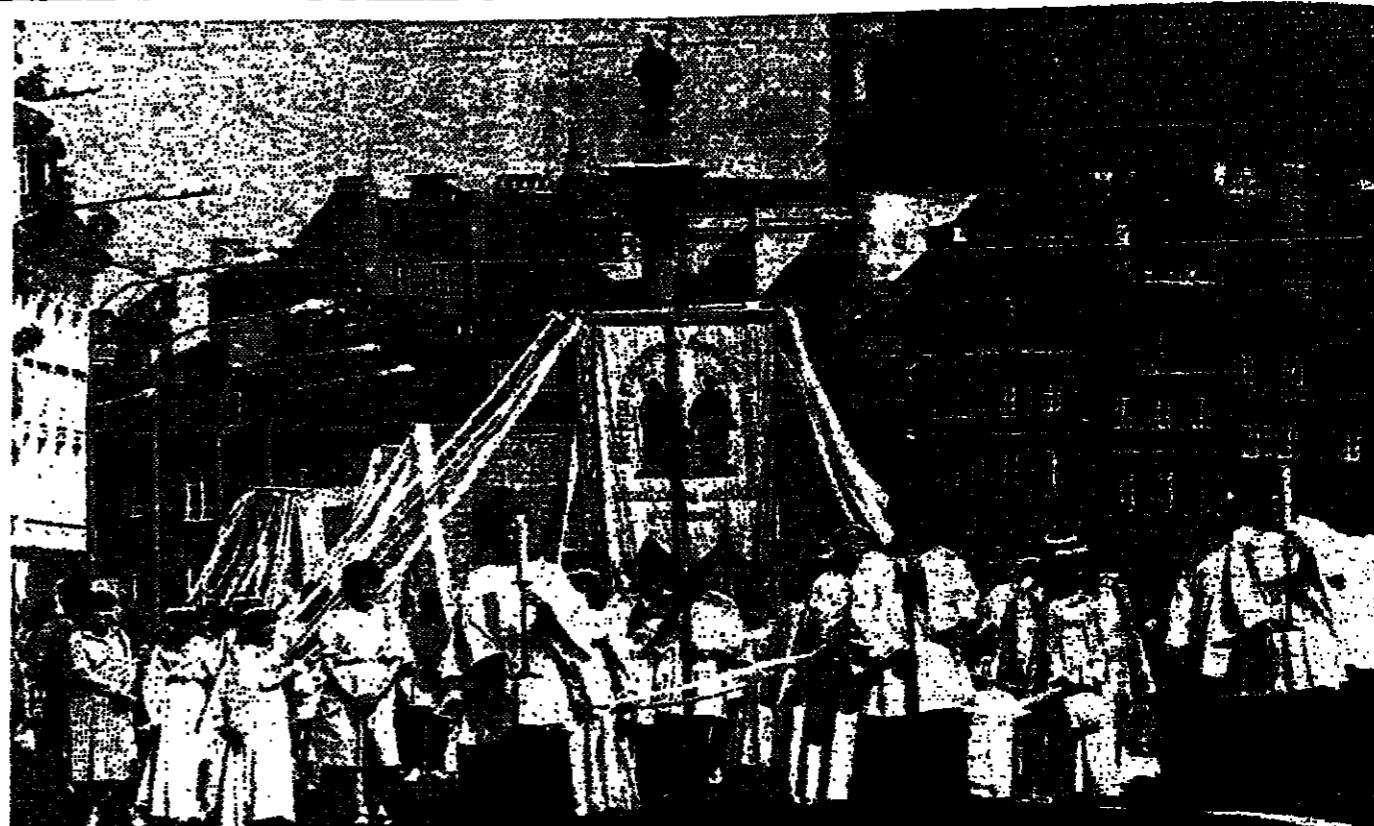
The church and its leader, Cardinal Józef Glemp, who is politically in line with the nationalist right, also continues to ride high in the opinion polls as an object of almost universal trust on the part of the population. Its approval rating last month was 73 per cent, compared with a 52 per cent approval rating for the Solidarity trade union; but the church had slipped from almost 90 per cent in November last year.

Indeed, ambitious Solidarity politicians steer clear of making statements which could incur the wrath of local bishops, knowing full well that the Sunday pulpits, which were used to such effect against the communists, could just as effectively be used against any of their errant successors.

So far, the church hasn't used that power to intervene in the presidential debate. That neutrality would favour Mr Tadeusz Mazowiecki, the present prime minister, from whom the church can expect loyalty and few surprises, in contrast to Mr Lech Wałęsa, whom people might have expected the church would back.

Such influence has distorted the debate in parliament on issues like abortion, where, despite the church's pro-life stance, opinion in the country is split down the middle on whether Poland's liberal laws introduced in 1956 should be repealed. But in the summer it did insist on having religious instruction reintroduced into state schools, a wish that Mr Tadeusz Mazowiecki was unwilling or unable to resist, despite a still unratified constitutional separation of the church from state.

To the surprise of many, the move proved controversial, with quite a number of parents



Ascension Day in Warsaw: Poland's Catholic church has emerged from its brush with communism stronger than ever before. The church continues to be an object of almost universal trust

Ambitious politicians must heed the pulpit's power

next parliament.

Already divorce is being made more difficult, by having all cases moved from the jurisdiction of regional to county courts, for one thing making those concerned travel greater distances.

The Church has, however, held its fire on the growing number of sex shops and sexually-explicit magazines, both heterosexual and homosexual, which have taken advantage of the removal of censorship. But in the summer it did insist on having religious instruction reintroduced into state schools, a wish that Mr Tadeusz Mazowiecki was unwilling or unable to resist, despite a still unratified constitutional separation of the church from state.

To the surprise of many, the move proved controversial, with quite a number of parents

unhappy that their children would no longer be taught on church premises but in school. For the case showed that, under the communists, people had been more or less able to

The Church has held its fire on the growing number of sex shops and explicitly magazines. But it has insisted on religious instruction being reintroduced into state schools

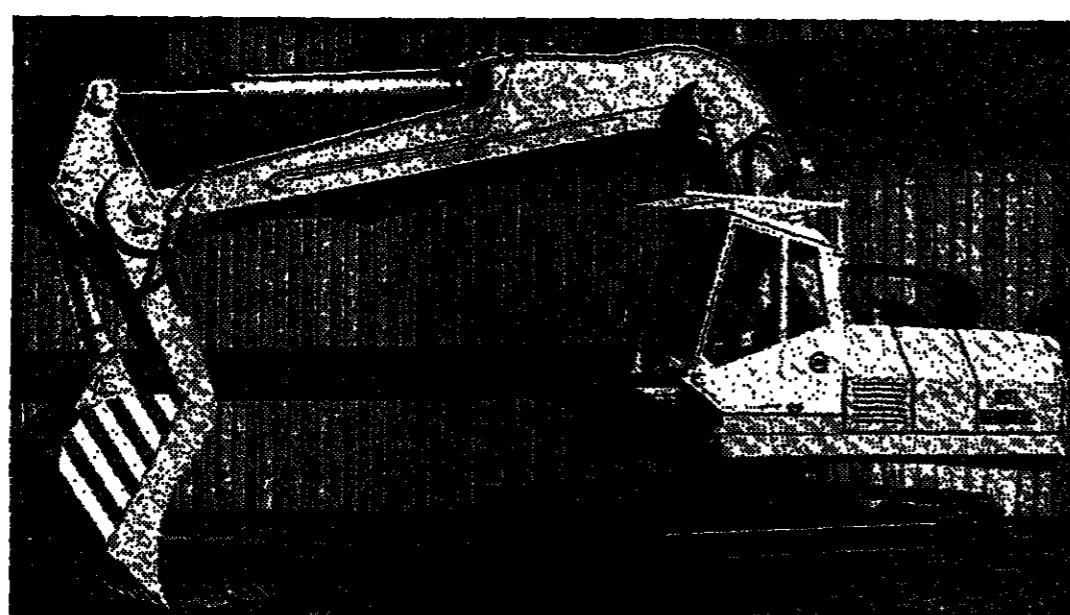
decide whether or not to print an advertisement asking for support.

The church is influential in other ways. It is able, through its contacts with Solidarity local committees, be it on the trade-union side or the political arm, the civic committees, to influence local-government appointments, and even in places like Szczecin, the mining district, in Indiana, recently there was a revolt at the local radio and television station, in Szczecin, against the manager Mr Przemysław Pełny, appointed after Solidarity came to power. He defended himself against staff complaints by pointing out that his appointment had been consulted both with local Solidarity headquarters and the bishop.

Christopher Bobinski



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POLAND 6

Foreign policy: one thing unites the two main rivals...

Membership of the EC is the long-term objective

WANING SOVIET influence in Poland has left the country searching not so much for a new role but, as ever, for reliable allies.

In the past, Poland's role has always been determined by its two powerful neighbours, Russia and Germany. And the question has always been how to retain a decent measure of independence in the face of the threat they pose.

However, during the post-war years, when Poland was subsumed within the Soviet bloc, that historical equation was supplemented by an even more united western Europe, with Germany, now itself reformed, a committed member of the EC.

Furthermore, one thing uniting the main Walesa and Mazowiecki camps in the foreign-policy debate which has blown up as part of the current presidential campaign. Both see Brussels and EC membership as Poland's prime long-term aim. The question is how to get there.

For Mr Mazowiecki, the prime minister, and his dominant foreign minister, Mr Krzysztof Skubiszewski, a major concern of the past 12 months has been to secure German recognition of Poland's western frontier.

Their efforts to get the Germans to sign a frontier treaty have opened the present government to the charge by critics - like Mr Wojciech Lamentowicz, from the senate's foreign policy centre - that its

policies have been characterised by an atmosphere of "ill-disguised mistrust".

Thus, Mr Lamentowicz says, echoing others in the Walesa camp, is a mistake, as only Germany can be expected to show real interest in helping Poland to improve relations with the EC. And, given Germany's strong position in the grouping, poor relations with

Moscow and throughout the country, Walesa's men have also criticised the government for not moving fast enough on talks about removing Soviet troops from Poland and dismantling the Warsaw Pact.

Indeed, Polish policy has in the past 12 months been cautious. Mr Mazowiecki recently reminded his critics that, when he was appointed in August

stung by his critics.

During this trip, talks in Minsk, the Byelorussian capital, failed to produce agreement, as the Byelorussians sought to leave the border clauses in the joint declaration unclear, in view of a claim on the eastern Polish city of Bialystok, in an area inhabited by their countrymen.

The hitch has been put down by the Poles to the Minsk administration's desire to present a hard line for internal political reasons. But it points to the dangers that a fragmenting Soviet empire and the emerging local nationalism could bring.

Before the war, for example, Polish relations with Lithuania were poor, as a result of disputes over the city of Wilno, which passed to Lithuania as a result of the 1939 Ribbentrop-Molotov pact.

Now, the Polish minority in Lithuania is demanding greater autonomy, and relations remain uneasy. To judge by the past, there is potential for conflict with the Ukraine. As for the Warsaw Pact, Mr Skubiszewski is happy to see it either away, or being dismantled in agreement with the Soviet Union. And talks on the removal of Soviet troops are planned.

But the Walesa camp argues that Poland should be going further and working towards a bilateral agreement with NATO, of the kind that no other members already have.

In a sense, Poland's natural partners, for the present at least, should be Czechoslovakia and Hungary. All three countries have a common post-war experience and similar economic problems.

But here, too, relations are vexed. For example, the Poles are unable to restore travel rights, removed in 1981 when the junta leadership sought to isolate its people from the then Solidarity-ridden Poland. Now Prague, despite President

Vaclav Havel's close links with Poland's post-dissident establishment, wants to retain the restrictions. It is afraid that the Poles will flood in and buy up their goods, which still retail at subsidised prices.

The Hungarians, too, with their traditional links with the Habsburgs and their eyes on Brussels, have little time for Warsaw. But behind the scenes - in talks on a post-Comenian future, as well as in consultations over the Warsaw Pact - the three countries tend to co-operate, showing that a community of interest could emerge.

In June, the Pope is due once again to visit his homeland. He retains overwhelming authority for the mass of Poles, and during the trip he will seek to sum up the changes his country will have undergone.

In the foreign sphere, this will also bring an opportunity for deeper reconciliation with Poland's neighbours, in both the east and the west, and including Russia. For the foreign policy of the past 12 months has been concerned to complete the business left by the passing of the cold war, but continues to be aware of the phantoms of the past. It may be left to the Pope to open a new chapter.

Christopher Bobinski

Relations are vexed, but behind the scenes the three countries tend to co-operate

Vaclav Havel's close links with Poland's post-dissident establishment, wants to retain the restrictions. It is afraid that the Poles will flood in and buy up their goods, which still retail at subsidised prices.

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Christopher Bobinski

Foreign trade

The squeeze that made them export

SUCH IS THE ideological purity of Poland's economic reformers that, even today, some are reluctant to claim full marks for the changes they have introduced.

Mr Marcin Swiecicki, the bookish ex-Communist party member who is now trade minister, is one such modest soul. The sweeping reform of Poland's foreign-trade policy can only be described as "almost" a textbook example of liberalisation, he says.

Regrettably some export quotas remain in force - on 19 products, ranging from coal to meat, needed to ensure adequate supplies in the domestic market and on three others, steel, textiles and shoes, where the outside world has imposed restrictions.

This, however, is mere quibbling about a wholesale reform of trade policy that is expected to help produce a record hard-currency surplus of some \$4bn this year. Of far greater practical concern now is the question of how these reforms will help Poland to shape up to the exceptionally difficult conditions that loom for 1991. As trade

instead, the severe squeeze on the domestic economy forced enterprises to export more of their production in almost every traditional area. "Companies were forced to export to survive," says Mr Swiecicki.

In the first nine months of the year, hard-currency exports rose 24.6 per cent to \$7.6bn. The domestic downturn, meanwhile, produced a sharp contraction of imports, which fell by 24.3 per cent to \$4.2bn, leaving a surplus of \$3.4bn, which provides some cushion against the shocks that lie ahead.

The rise in oil prices since the Gulf crisis, the switch to hard-currency trade within Comecon from January 1 next year, and the unification of Germany, which has deprived Poland of hitherto secure markets in the former territory of the German Democratic Republic - are collectively expected to cost Poland between \$5bn and \$6bn in 1991.

Continued on facing page



Marcin Swiecicki: 'companies were forced to export to survive'

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POLAND 7

Foreign investment: despite reforms, money is not flooding in

Vague rules deter investors

ONE OF the biggest problems facing Poland, as it seems to revitalise its economy, is the shortage of domestic savings.

On its own, the country lacks the resources needed to rebuild its seriously depleted capital stock and renew its decaying infrastructure. Since it is already heavily indebted abroad to the tune of \$42bn, foreign direct investment has emerged as the only viable answer.

In theory, Poland's exceptionally low wage rates and relatively skilled workforce should make the country an attractive manufacturing base for multi-national corporations. It has a domestic market of 35m people and ready trade connections with the rest of Europe. Yet, despite the draconian economic reforms introduced at the start of this year, serious money is not exactly flooding in.

Mr Hubert Janiszewski, vice-president of the Foreign Investment Agency, reckons that Poland could attract as much as \$1bn this year, compared with between \$200m and \$300m last. But much of this money is going to form small new companies, and there have been only a handful of major investments in industry.

Polish officials and international businessmen list a number of reasons why the inflow has failed to take off. Mr Leszek Balcerowicz, the finance minister and architect of the economic reforms, believes that one problem is the uncertainty caused by the overhang of foreign debt.

Others say that a high degree of political uncertainty remains ahead of the looming presidential elections, which are to be followed next year by a general election. Still others complain about the weak infrastructure, especially in telecommunications, and say that bureaucratic red tape is much worse in Poland than in other countries such as Hungary.

At least in the foreign com-

munity, however, the most frequently cited reason is flaws in the investment regulations, such as restrictions on the remittance of profits and dividends, which still deter would-be investors.

According to Mr Ian Hume, head of the World Bank office in Warsaw, Poland needs to send out a series of "quick, decisive, very clear and basically encouraging" signals to overcome this problem. Basically, this means revising the 1989 foreign-investment law to

privatise state companies.

"We may introduce in certain strategic industries a golden share," he adds. This would allow the Polish government to retain influence, for example, in a case of where a foreigner wants to take a stake in a manufacturer of important industrial inputs which enjoys a monopoly on the domestic market. Poland might also want to retain a higher stake than normal stake in companies involved in mineral and hydrocarbon extraction, but in other

cases there is no reason for limiting holdings, he says.

The prospect of further liberalisation of the foreign-investment rules has, however, reopened the debate about tax concessions for joint ventures. New joint ventures automatically receive a three-year tax holiday, which can be extended for a further three years in the case of those involved in priority sectors. Some ministers want to put an end to these holidays, but Mr Janiszewski says this would be a bad signal.

Polish officials are in little doubt that they will need big-ticket foreign investment if they are to rehabilitate the country's industrial base and infrastructure; but they have to compete for such projects with other countries, not only in eastern Europe but also in other parts of the world.

The risk is that, in a climate of world economic slowdown, investment on the scale that Poland needs will not be forthcoming. Despite the best efforts of its reformers and outside institutions such as the World Bank, its people would then have to struggle all the harder before they could enjoy the fruits of the economic reform.

Peter Montagnon

Liberalisation transforms foreign trade

Continued from facing page
according to the World Bank. Particularly urgent are measures to maintain at least a basic flow of exports into the Soviet Union, which will help generate the money needed to meet the extra oil bill.

Poland has been seeking assurances from the Soviet authorities, both that oil and gas supplies will be maintained next year, and that it will have some outlets to the east for its exports. Once trade with the Soviet Union moves to a hard-currency basis, Polish exporters will have exactly the same worries as western companies about obtaining payment from customers who must struggle for allocations of foreign exchange from the central authorities.

"What frightens us," says Mr Andrzej Olechowski, first vice-president of the National Bank, "is that the Soviet allocation system will be so chaotic and so cumbersome that, once an importers gets through to it, he will immediately turn to

a German supplier." Already, in the first nine months of this year, exports to the Soviet Union had fallen by 10.7 per cent to Roubles 4.4bn. A further sharp fall could cause havoc with Polish industrial sectors geared up to produce low-technology industrial

goods.

In the long run, the Soviet Union is expected to remain an important market for Polish exporters, but the main focus for trade expansion is currently directed towards the west, particularly the European Community

equipment tailored to Soviet needs. There is no market for these goods in the west. Many enterprises producing them could collapse if the market in the Soviet Union dried up.

Yet, in common with their counterparts in other countries, Polish officials say they have difficulty knowing who to negotiate with. "We have had several contacts but not promises," says Mr Swietlicki.

In the long run, the Soviet

Union is expected to remain an important market for Polish exporters. In the short run, the situation could be alleviated somewhat by exchanging some of the country's growing food surplus for oil, but the main focus for trade expansion is currently directed towards the

west, particularly the European Community.

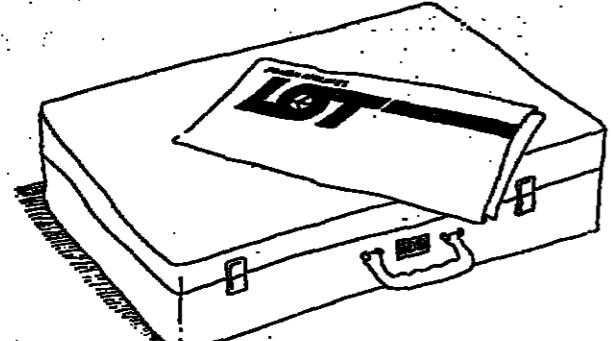
Most quotas imposed by the EC on trade with Poland have been eliminated since the end of Communist rule. The country is also eligible for the Generalised System of Preferences (GSP) which gives its exports of a broad range of products preferential access to the EC, but a number of actual and potential problems remain.

One of these is trade relations with Germany. Poland has been seeking, so far without success, increased textile, steel and farm products from the European Community, to offset the loss of its market in East Germany. It also wants increased work permits for construction workers in Germany, so that its enterprises can contribute their low-cost labour to help in rebuilding the east German infrastructure.

On a broader level, Poland wants to cement its relation-

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POLAND 8

The banking system is being decentralised and modernised, but . . .

The players lack experience

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BANKING IN Poland, unlike the west, was not an especially glamorous profession in the days when the country's economy was run by central planners.

"The tradition was that, if you could not get another job, you went into banking or teaching," says Mr Krzysztof Swarc, president of the Warsaw-based Export Development Bank.

All that has changed with the economic reforms. Poland's banking system is being decentralised and modernised, and new banks are springing up all over the place as financiers vie for a slice of the action.

Yet Poland has a long way to go before it can erect a sound banking system that is fully adapted to the needs of a modern market economy. It is essential to maintain the pace of financial reform in order to underpin broader economic change. Yet the very speed with which the banking system is changing has imposed a great supervisory burden on the Polish authorities.

One danger is therefore that a financial crisis might occur early in the process, which the National Bank would be ill-equipped to prevent. The problem it faces is that many of Poland's new bankers are short of the most rudimentary experience in credit analysis and accounting. At a time of recession, when companies can, for the first time, go bankrupt, the ice on which the new bankers are skating is rather thin.

This was amply demonstrated in the summer when Mr Lech Grobelny, owner of the ironically-named Safe Savings Bank, disappeared with the 32bn (£1.7m) zlotys entrusted to him by his clients.

Despite its name, his com-

pany was not in fact a licensed bank. It had, however, been taking in deposits at mouth-watering rates from the public, on the assumption that hyperinflation would continue. When price rises slowed sharply in the wake of the economic reforms, Mr Grobelny's luck ran out. Fortunately for the authorities, the débâcle did not lead to wholesale loss of confidence in the system, but it does help explain why they are now working flat out to make the system both safe and competitive.

What Poland needs most of all, according to Mr Moeen Qureshi, senior vice-president for operations of the World Bank, is a basic commercial banking system of the kind that will allow the newly-privatised commercial enterprises to finance their inventories and trade in a modern way. The development of even such a basic system is, however, a gargantuan task, given the primitive system inherited by the new government, which has left the Polish public largely unfamiliar with even the concept of basic checking accounts.

The core of the banking reform has been the hiving off in 1989 of nine branch offices of the National Bank of Poland as separate commercial banks. This has left the National Bank free to function as a central bank responsible for both monetary policy and banking supervision.

The new commercial banks joined a number of other specialist institutions - such as Bank Handlowy, In Trade Finance; Bank PKO BP, in domestic savings; Bank PKO SA, in foreign savings; and the Food Industry Bank - to create a basic network of large institutions.

To broaden the range still further, foreign banks are being welcomed into Poland, this gives it the basic instruments for monetary and credit control.

Among the supervisory developments, a minimum capital-to-assets ratio of 8 per cent has been established for the new banks, although the heavy accounting procedures in the old banks make it hard to establish whether they are meeting this ratio. The National Bank is also working with the US Federal Reserve System to establish a payments clearing system that will help up the notoriously slow settlement of payments within the system.

Mr Olechowski says the inadequate infrastructure, especially in telecommunications, is one of the main difficulties facing the new system. Poland is underdeveloped in terms of number of branches, and premises are short. The improvisation which is apparent in the retail sector is not applicable to banks, because "you can't sell a banking product from the back of a pick-up truck," he says.

Banks lack experienced personnel, so the National Bank is setting up a banking school in Katowice with the help of a French partner. It is also working on a deposit insurance scheme.

To overcome the communications problem, it plans to establish a dedicated microwave telecommunications network for the industry, which it expects to develop together with Electronic Data Systems of the US. Ironically, many bankers now say that one reason for their lack of sophistication in this area was the strategic export controls formerly applied by the west, which limited the access of the banking industry to modern technology.

Gradually, the outlines of a modern commercial banking system are thus appearing. Old specialisations will slowly disappear. The idea is that the banking system should be a universal one on the German model, in which individual institutions can undertake both commercial and investment banking activity.

The authorities hope eventually to be able to privatise the commercial banks created out of the old monolithic structure, but there is still a long way to

go. The foreign-exchange market is still tightly controlled by the National Bank; the money market is embryonic, and there is still great uncertainty in credit analysis and accounting.

One risk is that the new banks will over-expend themselves and run into difficulties as their assets turn sour. The available evidence suggests, however, that the new commercial banks have, if anything, erred on the side of caution. "Maybe they are even more cautious than the situation requires," says Mr Marian Kanterow, president of Bank PKO SA.

Acknowledging that difficulties in the banking sector could jeopardise the reforms, Mr Leszek Balcerowicz, Finance Minister, says the government is creating two special institutions, which would relieve the banking sector of pressure resulting from problem loans that could jeopardise its future development. These are the Polish Development Bank and the Agency for Restructuring. The risk is that these institutions will be little more than safety valve, designed to obviate political problems associated with economic reform. But Mr Balcerowicz says they will be under strict budgetary constraint and actively involved in the restructuring process.

Meanwhile, the race is on to ensure that reform of the banking system keeps pace with reform elsewhere in the economy.

Peter Montagnon

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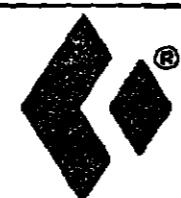
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THE CYNIC may argue that it will be difficult for Poland to "sell off the family silver", because none can be found. But that would perhaps be taking too pessimistic a view of the privatisation process, since some Polish state companies look fully capable of competing in the world economy.

One Polish company heading down the privatisation slipway is Unicra-Tusni, a loudspeaker company, based in Wrzesnia near Poznań. Founded in 1945, the company has expanded strongly and currently employs over 3,000 people.

"It is quite clearly a business that would survive if you were to pick it up and put it in England. It has a direction and a business strategy," says Mr Charles Honnwill, a consultant with Ernst & Young, the UK consulting firm, which has helped prepare the company for privatisation.

Mr Kazimierz Wiacek, the company director, is all in favour of privatisation. "I am

personally convinced of the merits of workers buying shares in the businesses where they work. Instead of being an illusory co-owner of the factory they become a real co-owner," he says.

The workers will become interested in the results of their work, how the business is run, and how they get profits from the stocks they hold."

The privatisation still depends on the ministers in Warsaw — there has been some criticism about the feet dragging that has accompanied the whole process — but Tusni hopes it will be privatised by the year-end.

Twenty per cent of the shares will be sold to the com-

pany's workers at a 50 per cent discount. The rest will be sold to the public, although foreign investors will be able to buy up to 10 per cent.

The value of the company's assets has been difficult to assess, but Mr Wiacek says they are worth perhaps 90bn złoty (£24.5m). However, he expects the market value to be considerably higher.

Mr Wiacek sees considerable management benefits in the privatisation. The factory will be run more independently, and managers will be able to make decisions about how much to invest and whom to employ.

In consultation with its British advisers, Tusni has worked

out a business plan mapping its future strategy. "If we realise this plan we will be able to secure the interests of the labour force, the shareholders and Poland," he says.

Another company that is heading for privatisation is the Swarzędzki Fabryki Mebl, a furniture business founded before the second world war. The company makes all kinds of household furniture, mattresses and paneling, and employs 3,200 people in eight factories.

The company draws on strong local furniture-making traditions as it is located in Swarzędz, which has been the historic cradle of Polish furniture manufacturing. It is esti-

mated that there are 2,000 workshops operating in the area.

This year SFM has exported \$22m worth of furniture, mainly to Germany but also to the Netherlands, Finland and Sweden. This represents 75 per cent to 80 per cent of total production and makes it Poland's biggest furniture exporter.

"The enterprise has a very good name in the world and our trademark has been carried on a tradition we have built up since before the war," says Mr Byrnard Karolczak, one of its directors.

"They are subsidised from our profits at the moment, and they will have to function in a new economic form," Mr Karolczak says.

The move has been fully supported by the workers' council, even though there will be some redundancies after the privatisation. At present, there are about 520 white-collar workers, but their numbers will be reduced by about 40 per cent in the coming months. "We will have to restructure the management and change the hierarchy," says Mr Karolczak.

The company will introduce computer systems and increase the emphasis on training; many of the staff are already learning English and German in order to promote their overseas sales.

SFM is also planning to disentangle itself from some of the social welfare obligations that it took on when it was a state company, and is shedding its holiday homes, kindergartens and crèches.

"They are subsidised from our profits at the moment, and they will have to function in a new economic form," Mr Karolczak says.

Industry: John Thornhill profiles two candidates for privatisation

Speakers for the system**Profile: Huta Katowice****Huta Katowice**

Huta Katowice, Poland's largest integrated steel plant, is a classic "political" plant, beloved of Soviet central planners.

Originally planned for East Germany, it was built instead on the outskirts of Katowice, in southern Poland, at a time when the country was in a state of simmering revolt against Soviet domination.

Its main raw material, iron in the shape of concentrated iron pellets, is shipped nearly 800km along a specially constructed Soviet-gauge railway from mines and concentration plants in the Kursk magnetic anomaly in the Ukraine.

Poles assumed that the special railway line to transport iron ore was also designed to bring Soviet tanks directly into the heart of industrial Poland in an emergency.

Built at an original cost of around \$200m in the mid-1970s, the 4.5m-ton capacity plant incorporates a mixture of Soviet and western technology — largely financed by the western credits so freely contracted during the leadership of Mr Edward Gierek.

Until January 1, the true economics of the plant were obscured by Comecon rules, which attached artificial prices to the iron ore, gas and other products supplied by the Soviet union, and to the rolled products, profiles and coils shipped in the opposite direction.

But on January 1, the Kombinat, like other state-owned enterprises, was obliged to abandon the cosy security of centrally-planned resource and market allocation and operate as an independent enterprise.

The price of coal supplied from nearby Silesian pits went up fourfold as part of Warsaw's plan to eliminate coal subsidies entirely by 1993, and other input prices also rose sharply.

On the other hand, the sharp depreciation of the złoty, and enforced below-inflation wage rises, increased competitiveness on hitherto largely untapped western markets and lowered

real wage costs.

On January 1 next year, the Kombinat faces a new series of complications when its former reliable supplier and customer in the east — the Soviet Union — switches to trading on a dollar basis.

The price of gas and iron from the Soviet Union will jump to international levels, while Moscow has been unable to guarantee uninterrupted supplies, given its own production problems and political uncertainties in the republics.

In anticipation of possible gas shortages, management is raising the supply of gas from its coke furnaces and preparing to substitute this home-produced natural gas.

"We did not bother before, because Soviet gas was so cheap and reliable," according to Mr Kazimierz Napora, the plant's economics director.

Low Soviet prices also discouraged prospecting for gas in Poland itself. But the World Bank believes that Poland has large gas deposits, which could be exploited not only to provide a new source of domestic energy but also to cut back on heavily-polluting coal use.

Meanwhile, like most state enterprises in the heavy industrial sector, Huta Katowice's first reaction to the new economic mechanism introduced on January 1 was to raise prices sharply. Demand dropped like a stone, according to Mr Napora, largely because the plant's domestic heavy industrial customers cut back production sharply.

Fortunately, there were sufficient orders in the pipeline to guarantee full production until May. But, clearly, drastic action was needed if the plant was to operate close to its habitual full capacity.

So in February a newly invigorated marketing department circulated all customers with a notice, announcing discounts of from 10 to 15 per cent on the January price. These discounts were raised to 23 per

cent in March.

Domestic demand, however, remained depressed, reflecting the 23 per cent drop in output from the socialised sector in the first half of the year.

So Mr Napora and other executives packed their bags and travelled to Germany and other potential markets, to try to whet up business. There were few takers for high-margin finished products, but keen interest in cheap semi-finished bars, billets and the like.

Exports rose sharply to over 50 per cent of the total \$80m turnover, including an extra 300,000 tons of semi-finished products exported to keep the mills working at full capacity.

Meanwhile, new contracts were signed with Mamezman to modernise and replace the old-fashioned, inefficient Soviet bloomery mill with a continuous casting line.

In the next few years employment will drop, but so far few of the 16,000 workers have lost their jobs. This is partly because numbers have already been cut through natural wastage from 20,000 a few years ago.

A new five-year strategic plan, drawn up with the help of a US steel expert, seconded and paid for by the US government, calls for employment to drop to 10,000 by 1995.

By then, Huta Katowice will be stripped down to the basic steelmaking plant of blast furnaces, converters and rolling mills, while ancillary activities will be bled off to separate, privately owned, companies.

Last year, the Kombinat made a net profit of \$60m. But, Mr Napora admitted, the figures are virtually meaningless in western accounting terms.

Next year, the books will be audited and the accounts prepared by UK accountants, according to EC accounting standards. "Then we'll really find out what's going on — and that's really revolutionary," he added.

Anthony Robinson

THE GDANSK shipyard, its giant cranes towering against the Baltic skyline, has a special niche in Polish history as the place which finally wrested communism to the ground.

It was here, in 1970, that workers were shot and killed, protesting against food price rises; and 10 years later Solidarity, eastern Europe's first independent trade union, was born in the August strikes.

Mr Lech Wałęsa calls it "my shipyard", and it is as much a shrine for Solidarity supporters as is the Jasna Góra monastery in Częstochowa for Polish Catholics.

All this gives the yard an almost unassassable position in

talks with the Solidarity government, as it seeks to unravel the consequences of its politically ill-fated choice by the last communist administration in November of 1989. However, if Mr Hans Szczyt, the Solidarność-bred managing director, appointed last January, is to be believed, the yard doesn't need state aid.

"I don't have any loans, I'm settling all my bills to suppliers and the budget in time, and I have money in the bank earning my interest," he says, in his wood-panelled office.

Foreign investors, including the rich Polish American Ms Barbara Plesko Johnson, who once offered to put large

amounts of money into the yard, have ridden through and disappeared over the horizon.

Mr Szczyt shows little sign of regretting their departure.

Privatisation of the yard would, he says, help in motivating management and workers, but "it isn't an absolute necessity".

At the moment, the government and parliament are trying to find ways (without creating precedents) of giving the workers shares in the yard, in lieu of the compensation they are owed as a result of its closure.

Foreign investors, including the rich Polish American Ms Barbara Plesko Johnson, who once offered to put large

Continued on facing page

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POLAND 12

ANYONE interested in Poland's attempts to transform itself from a command to a consumer economy should take a close look at women's legs.

For the creation of a market for depilators in Poland last year is an instructive example of how new markets are emerging almost overnight, and how consumer demand is being stimulated and satisfied.

The person who decided that Polish women could no longer live without such devices was Mr Jacques Tourel, an energetic American who, with his wife, set up an import business in Poland three years ago after visiting the country.

"We sensed that something was happening in Poland, and so we went back to the US and started to talk to suppliers and manufacturers about the possibilities of representing them here," he says.

One of the companies keen to do business in Poland was Remington, the US shaver group, and Mr Tourel instinctively believed there was a big potential market for its depilators. The problem was that no Polish retailer thought the same, especially when they learned their price was \$35 apiece.

Undeterred, Tourel decided to take his message straight to the market. He made a commercial on the product - using his own in-house facilities - and bought broadcasting time in the middle of the Miss Poland beauty pageant, which was

John Thornhill observes the sprouting of a consumer economy

More than a close shave

sponsored by his company, Multi-Investments International Marketing.

"Immediately after the show our telephones did not stop ringing," Tourel says. But still the big chains were reluctant to buy the products.

Eventually he persuaded the Baltona chain to stock 500 units. He then arranged a further promotional stunt, and invited a host of film stars and fashion designers to a press conference in a smart Warsaw night club on the subject of the "look of the year".

"I would like to announce that the hairy leg is very ugly," the fashion designer proclaimed at the start of the evening, and various stars took up the theme. About 70 journalists attended the press conference, and many articles on the subject followed. The 500 depilators sold out almost immediately.

Since then, MIM has been supplying about 10,000 depilators a month and demand has continued unabated.

Sitting in his office in the former Ministry of Mining, now decked out in the left-over fury from furnishing the local Marriott hotel, Mr Tourel smiles at his achievement and

says: "At the moment the market just absorbs everything. Market research is a waste of time."

This, at least, is the principle he has applied to the goods he has marketed in Poland, including Fisher Price toys, Texas Instruments calculators, diabetic foods, Ray Ban sunglasses, Gucci watches, Marlboro cigarettes and Gerber baby products. He says his company turns over \$20m a year.

But Tourel denies that he is merely stuffing the Polish mar-

ket full of luxury goods that Poles can ill afford. He argues that his company is also performing a useful function in the Polish economy.

As the old state distribution systems collapse, the new emerging retail organisations need to create new arrangements with suppliers, which is all the more complicated if they happen to be foreign.

Tourel says these companies prefer to deal through him, rather than directly with the suppliers, and his distribution

network is now expanding throughout eastern Europe. "We give Gerber baby products 600 retail outlets in three months," he boasts.

But Polish companies are also learning the lucrative benefits of marketing other people's products. One of the biggest companies operating in this field is ITI, which was set up during the dark days of martial law.

Like so many private businesses operating in Poland, ITI, based in Luxembourg, is merely stuffing the Polish mar-

ket with the appearance of painted advertisements on trams, of billboards on building tops, of posters on shop windows, and of stickers near public telephones, suggests that the marketing and advertising sectors are already developing space.

A whole welter of small private businesses are learning through experience how to market their goods from knitted jumpers to car repair services.

The business is run by two Poles, Mr Jan Wejchert and Mr Marian Walter, a former television presenter whose business card proclaims him to be

ITI's plenipotentiary and managing director.

Mr Walter says that the marketing and advertising industries are still at an embryonic stage in Poland, and at present serve only an informational purpose letting people know what products are available and where and for how much.

"The market economy we are approaching will stimulate competition and this in turn will stimulate marketing and advertising. And then we will be able to speak about real advertising," Walter says gleefully.

"The needs of the consumer will now have to be taken into consideration," Mr Choros says, in a simple but revolutionary statement.

Not surprisingly perhaps there is still a certain naivety among Polish consumers about the ways of the market and they have occasionally proved too trusting. This has left them vulnerable to the tricks of the unscrupulous. Warsaw is still sadly abuzz with the tale of a heavily-promoted private bank, whose owner simply disappeared with the depositors' money.

Even the mammoth state industries are having to take onboard the concept of marketing themselves and their products. FSO, the troubled Polish

car manufacturer, is one example.

Mr Zbigniew Choros, the marketing director for FSO, says: "There was no free market in the whole socialist bloc. The study of capitalism was not permitted and the whole economy was centrally run."

Mr Choros is now conducting market research in several other east European countries, to find out how well-known FSO's cars are and what reputation they have.

For the first time in 45 years, FSO is also talking to its customers in an attempt to find out what they want in a car and how the design can be changed to incorporate their wishes.

"The needs of the consumer will now have to be taken into consideration," Mr Choros says, in a simple but revolutionary statement.

Not surprisingly perhaps there is still a certain naivety among Polish consumers about the ways of the market and they have occasionally proved too trusting. This has left them vulnerable to the tricks of the unscrupulous. Warsaw is still sadly abuzz with the tale of a heavily-promoted private bank, whose owner simply disappeared with the depositors' money.

One lesson the Poles still have to learn is the cynical adage that advertising is about telling half-truths into whole lies.



Profile of a new entrepreneur

Reagan's America is his inspiration

THE POLISH press call him "The King of the Coast". His employees call him "the friendly El Gazz". But Janusz Lekszton is in reality a rather portly 26-year-old businessman with a rare dedication to making money.

One of the batch of glossy, glossy magazines that have recently sprung up in Poland estimated that Lekszton was the country's 16th richest businessman. But how it could possibly tell remains something of a mystery, considering the unknowable assets of so many other Polish entrepreneurs.

What is certain, however, is that he owns a seemingly thriving gas-heater windows and doors business in Gdynia, on the Baltic coast. Lekszton puts the worth of company's assets at over \$300m, and he has great ambitions to expand his operations further.

A private airline, an advertising company, and a commercial television station are all mentioned as possible future ventures, and he is very keen to publish the Polish version of Playboy, although the American editors have so far remained uninterested.

Nevertheless, even in this sphere there is hope. Mr Maciej Oler, an adviser to the Finance Ministry, promises that operating licences will have been issued to a brace or more of western banks by the end of March.

Christopher Bobinski

His colleagues, who speak about him in hushed awe, say Lekszton is dedicated to the company. He starts work at six in the morning and stays in the office until nine at night. "Whatever money he makes is immediately re-invested in the business. He does not live the life of a Maharaja. Until recently he lived in a small three-room flat and used a Mazda car," they say.

In his brochure, Lekszton writes that he "makes plans according to the American model of Ronald Reagan's era of economic boom." And there is a saying in the company that those employed at El Gazz found their America in Gdynia.

He also professes great admiration for Donald Trump, although unlike the American, Lekszton has hardly borrowed a cent from the banks. "The firm's revenue was the only source of investment," he proudly states.

El Gazz is rare for a private company, in that it originated in a family workshop in Krakow and its core interests are still in manufacturing. Poland will need such creative entrepreneurs if it is to tackle its economic woes.

Unlike many other businessmen, Lekszton's outlook is not rooted in the mentality of the communist era. "I thought about the future yesterday, so I do not have to feel ashamed about the past," he says.

John Thornhill

Warsaw for the businessman

It's cheap but the exchange rate is slipping

should have cost no more than \$2 or \$3. "But what do you expect?" she says. "If the driver has been waiting all day [there is an oversupply of taxis] for a passenger, then no wonder he'll try and get an entire day's earnings in one go!"

Those bored with hotel fare will find new restaurants cropping up. At the newly-opened Paras Greek restaurant, near the university on Krakowskie Przedmiescie, a meal for six with wine and drinks might cost the equivalent of \$120.

Nevertheless, services for westerners have become more expensive, with taxi drivers (car hire services are available even at Warsaw's crowded airport) the most notorious at squeezing extra bucks out of unwary visitors. One secretary to a western company reports that \$50 has been demanded - and received - for fares which

Down on Pulawska Street, the Gwareck restaurant regularly gives the foreign visitor a chance to glimpse a new breed - the Polish yuppie.

Businessmen and their Polish contacts also gather in the evenings in Warsaw's restored Old Town at the Swietoszak restaurant (around \$15 per head) or the Bazyliak on the main square itself for about the same price.

But that comes after an onerous day's work whose main problem has been dealing to get a line out to head

offices. Telecommunications, it seems, are going to get worse before they get better. The only way is to try before breakfast or after office hours when everyone else has stopped trying to get through.

The post office, together with the western AT&T company, has begun installing a special service called Komercial (some 200 phones are in place) which promises speedy connections.

For those who tire of working out of hotel rooms and decide to rent office space, the Intraco building, the first to be put up for foreign firms in the 1970s, is charging \$28 per square metre and will be charging \$32 from the new year.

But there are other locations. The Marriott building rents space at DM70 per square metre and the new all glass Wadecoo building soon to be completed on Banking Square (it was called Feliks Dzierzynski Square, after the founder of the Soviet secret police, until last year) is

expecting to charge \$40 per square metre. Renting and adapting private accommodation and adapt will cost less.

Secretaries can be hired; an experienced one speaking languages should cost the equivalent of \$300 per month. Firms expect to be paid \$100 per day, however.

Paying staff could present another problem, as banking transfers take a long time to arrive, thanks to a still indifferent banking system. Eurocheques are accepted at the Bank Handlowy, the largest foreign trade bank, and some businessmen use the American Express Emergency Check Cashing service to get cash.

Nevertheless, even in this sphere there is hope. Mr Maciej Oler, an adviser to the Finance Ministry, promises that operating licences will have been issued to a brace or more of western banks by the end of March.

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J. V. C. 1990

COMPUTER NETWORKING

SECTION IV

Tuesday November 20 1990

As computer systems emerge from the data centre and take their rightful place in the front line of corporate activities, networking is assuming a new importance in the business world. Della Bradshaw traces its history and looks to the future of the technology.

Glue for the global village

NO MODERN aeroplane would ever take off from the runway if it were not for networked computers positioned in its cockpit, wings and tail.

Neither would banks be able to run their hole-in-the-wall cash dispensers; travel agents book holidays automatically; nor robots assemble motor cars on modern production lines.

But although these examples demonstrate the central and pervasive role computer networking now plays in manufacturing and information industries, until recently computer networking had had an image problem.

Dismised as bundles of spaghetti wiring, it has often been seen, at best, as something to be tolerated.

At worst it has been dismissed as irrelevant.

Now computer networks are becoming more widely promoted as they become the enabling technology to allow companies to extract most use from their existing investment in computers.

Perhaps even more importantly, they are the tools which could revolutionise many other businesses.

Computer networking may seem set to become the technological nervous system of

The concept involves more

than just joining two machines together with a piece of wire. The challenge, says Stewart Stinchbury, information management marketing manager for Digital, is to ensure disparate data types can be successfully transferred.

"We can now physically link systems together. To turn the data into information is one of the key challenges to vendors like ourselves," he says.

Although there is a widespread understanding of the concept of a global company, argues Mr Johnson, there is still not a coherent view in many companies of the role that information technology plays in supporting it.

He believes companies need a visionary executive at the top of the company to press the concept forward:

"Unless there is someone at the top of the company with that vision, it is difficult for companies to see where they will be in five years' time," he says.

He points out that some companies in the US and Canada are already realising the potential of computer networking, while in Europe the concept is still novel. One significant factor is that organisations can set up a wide area computer network in North America by dealing with just two telecommunications authorities.

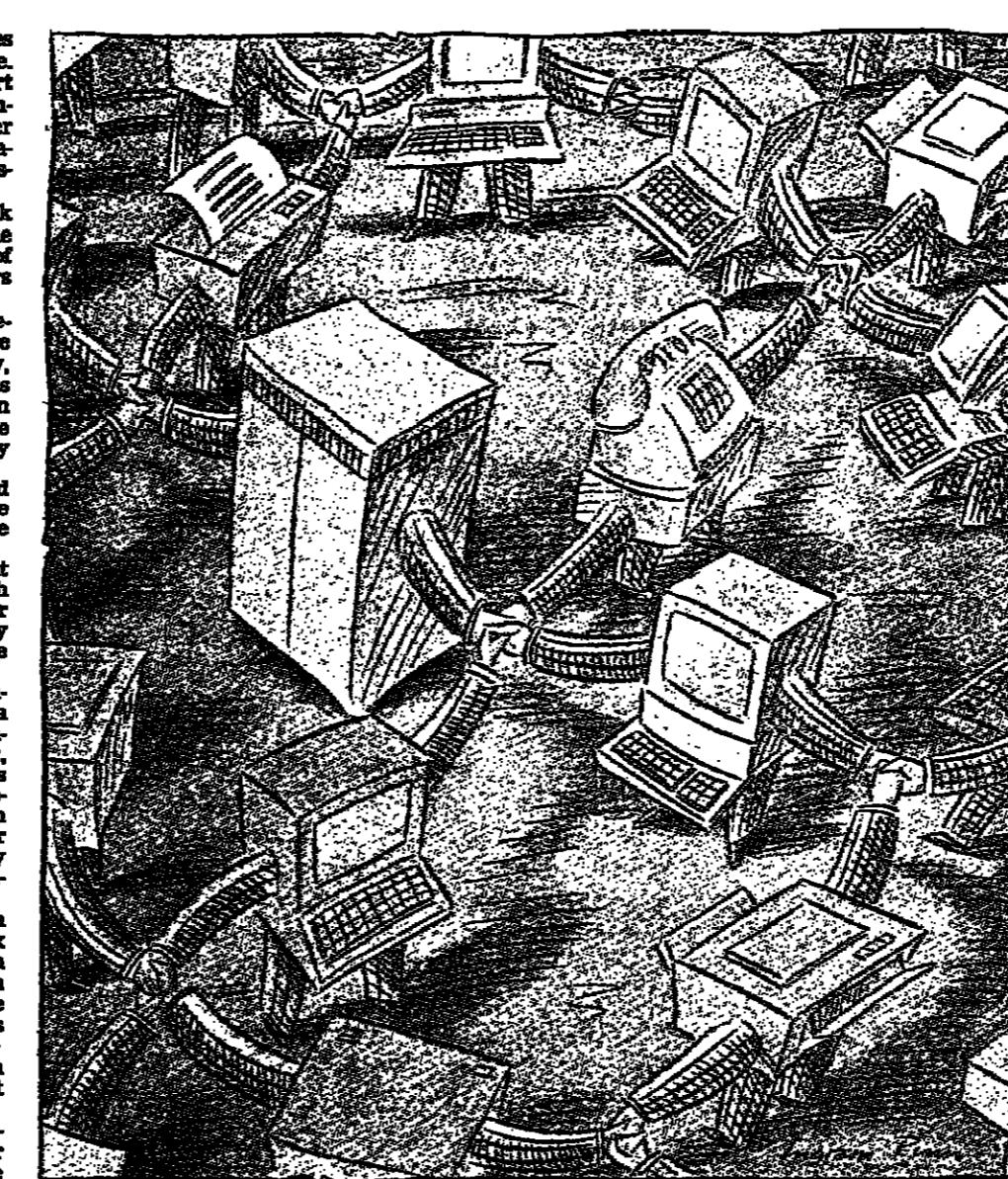
In Europe, by comparison, a company with a presence in six countries needs to deal with six telephone companies in order to set up either a private network - using leased lines from the phone companies - or a network using public data services, such as packet switched networks.

The role of networking in such a business is to enable companies to make the most of the time advantages and the other "value added", says Tim Johnson, chairman of the computer research company Ovum: "You can get data through more quickly and you can add more information to it," he says.

This idea has been taken up by computer manufacturers such as Digital Equipment, which recently introduced what it calls its "information network" concept.

This is intended to ensure that eventually any authorised computer user could get access to information held on any hardware platform anywhere in the world.

The need to get those two



types of system to talk to each other has resulted in "internetworking", a mechanism to enable various networks to be linked together.

Companies such as Proteon of the US are pioneering this approach.

This need has been fuelled by a general shift, both in the computer industry and the perceptions of users, towards open systems. Open systems ensure that computers from different vendors can communicate with each other.

Perhaps more importantly there is a growing acceptance of the use of networked personal computers to replace larger mainframes or minicomputers, both because they are cheaper and because they give greater flexibility.

"A year ago PC networks were very much a departmental solution," says Mark Hollister, network programme manager for Hewlett-Packard. "All of a sudden all these MIS or DP managers are looking at the new powerful PCs and becoming

interested in how they can use them instead of minicomputers."

Now, as more senior executives realise the value of networked computer systems, enterprise-wide rather than office-wide networks are the order of the day.

As a result the responsibility for selecting and installing computer networks is shifting back to the data processing manager from the departmental head.

The trend will intensify as

more PCs are used in offices. According to Dataquest, the information technology market research company, there will be 19 million PCs in use in businesses in Europe by 1990, and 48 million by 1994.

Figures for the growth of PC networks are equally impressive. Market Intelligence Research Company of Mountain View, California, reports that worldwide revenues for PC LAN (local area network) products grew at a compound annual rate of 46.3 per cent between 1985 and 1988, and predicts that by 1993 the growth rate will still be 12 per cent.

One of the tasks the data processing manager will have to shoulder as networking becomes more widespread is that of network management. "It's all very well putting 40 to 50 people on a network, but if that network cannot be managed, then you have a lot of idle people," David Taylor, industry analyst at Dataquest, points out.

As PCs become networked in the office and the international network begins to take shape, user demand is forcing technological change.

To begin with, the insatiable need of network wiring to occupy all the ducting under the floor and above the ceiling has meant that radio waves are replacing the traditional cabling.

This approach has been endorsed by the recent announcement from Motorola, the US electronics company, that it has developed a system that will allow office computers to communicate without wired links, using microwave radio signals instead.

Perhaps more significant is the development of wider bandwidth systems that could carry moving pictures and voice calls as well as data.

The standard which is looking increasingly set to dominate this market is that of FDDI - the fibre distributed data interface.

The FDDI protocol is now being adapted for use on twisted pair cable as well as fibre strands, giving a traditional local area network that can transmit data at a rate of 100 million bits a second - or four million words every second.

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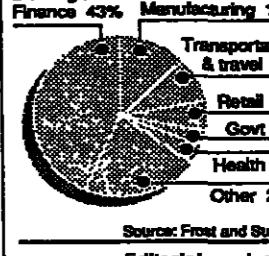
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Datacommunications equipment market in Europe, 1988

Total shipments: \$2.83 billion



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BICC-VERO Electronics

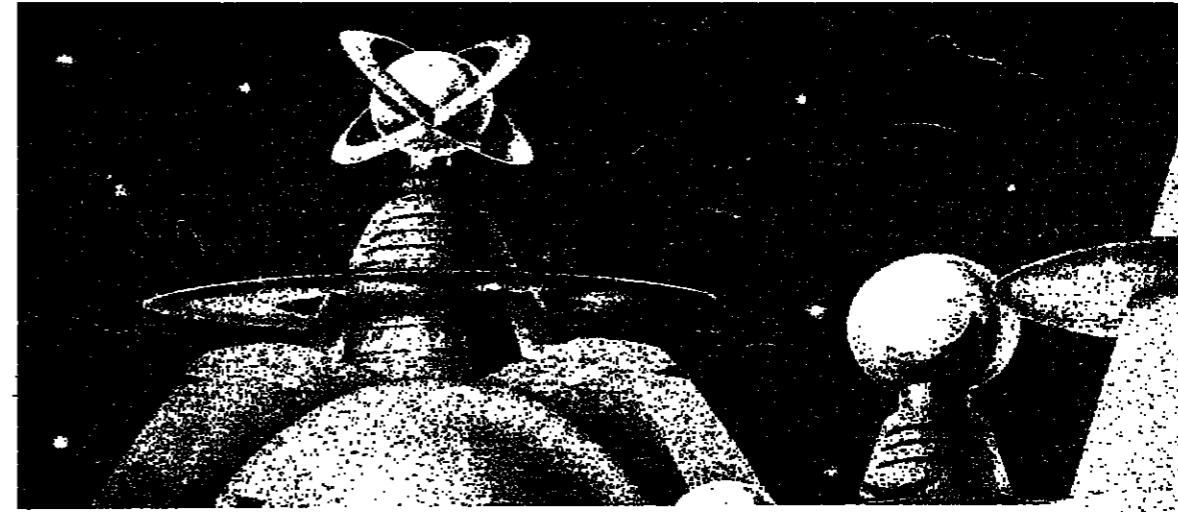
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BICC TECHNOLOGIES

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puting, and our software products are now in their eighth generation.

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We're in the reality business.

We don't look at the world through a crystal ball.

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The Past, Present, and Future of Network Computing.

X II
What happened to the crusade? asks John Dwyer

Manufacturers still need persuading

WHATEVER happened to General Motors' factory networking crusade? It is well over five years since GM's factory communications caravan reached Europe.

The crusade was on behalf of the Manufacturing Automation Protocol (Map), a communications system based on international standards. Map networks accept data from any item of factory-floor equipment and deliver it to any other, no matter who made either. It is matched by a communications standard for offices, called the technical and office protocols (Top). Top, like Map, is based on International Open Systems Interconnect (OSI) communications standards.

On present evidence, the crusade got nowhere. In the UK, if you leave our pilot projects and in GM's subsidiaries, the arithmetic skills needed to count Map installations would not tax a one-year-old.

Does this matter? Those who advocate networking Britain's factories would say that there are good reasons why few manufacturers have committed themselves to Map networks. Chief among these is that Map-conformant products have been hard to find. They add that, meantime, many companies have seen the advantages of networking and installed non-OSI systems. Once a company has made its case for networking, they argue, the case for OSI, Map, Top or whatever you call it, becomes unanswerable. Existing users will move to international standards in their own time.

The cynic counters that, firstly, the evidence for a rush by British manufacturers toward any kind of networking is invisible to the naked eye; and, second, that the evidence that manufacturers who have already installed networks are very essential. Businesses simply wouldn't go without them.

At the other end of the scale, few small manufacturing businesses would profit from putting in a network, say, to link a programming terminal with a single machine tool. They will, however, find themselves under ever greater competitive pressure to set up links with their biggest customers. The links will be used for the routine exchange, first, of the order and invoicing information that now goes through the post and, second, design data.

Such interactions, called electronic data interchange (EDI), are already routine between large companies, particularly in the motor car

pants included AEG, Allen-Bradley, Bosch, Bull, Digital Equipment, GE Fanuc, Hewlett-Packard, IBM, Motorola, Siemens, Telemecanique and Rolls-Royce's Relays Manufacturing Systems offshoot.

How did the Systec demonstrators differ from all the others? First, Mr Cheshire says it used neither string nor ceiling was. More important, it marked Map/Top/OSI's transition to a mature technology. He notes that all investments in technology involve a calculation about the maturity of the technology. Is it "state of the art", which means you risk everything by committing your business to it? Or is it tried and tested, which means your competitors already have it?

Mr Cheshire believes that "Map 3.0 has achieved the balance". But he stresses that no

Whether to go for tried and tested' or 'state of art'

company is likely to make a case for OSI until the case has already been made for some kind of network, whatever its description. "Nobody in their right minds runs out a network that's working just to put in a new piece of technology," no matter how whiz-bang it is. But, once a company has made a case for installing a network, the case for making it an OSI network follows easily.

Mr Cheshire believes the case for networking has already been made in large organisations, where, say, the design and manufacturing activities are on different sites or parts of the same site. "In large and widely geographically distributed businesses there is no doubt that networks are very essential. Businesses simply wouldn't go without them."

At the other end of the scale, few small manufacturing businesses would profit from putting in a network, say, to link a programming terminal with a single machine tool. They will, however, find themselves under ever greater competitive pressure to set up links with their biggest customers. The links will be used for the routine exchange, first, of the order and invoicing information that now goes through the post and, second, design data.

Such interactions, called electronic data interchange (EDI), are already routine between large companies, particularly in the motor car

industry, and their suppliers. After that, even the small company will find, Mr Cheshire says, "the PC that he uses to accept EDI orders and the PC that he uses to drive his machine tool may magically become connectable one day".

Some companies are already reaping the benefits of networking. The Lucas, Gillingham, case study (right) is one example, but there are others. One is the Wiggins Teape Stoneywood paper mill near Aberdeen, which uses a combination of an AT&T Istat data collection system and a scheduler developed by Graycon, an offshoot of Imperial College London.

Both the Lucas case and a network at ITT Sealectro, however, show how other apparently unrelated developments in manufacturing also strengthen the case for networking in medium-sized companies. Manufacturers are moving away from the division of manufacturing activity into functions towards the provision of autonomous production cells. Each cell of perhaps six to 20 people treats the next as its customer. It is responsible for control of all the resources needed to make its part of the product on time and at the right quality. To do this, the divisions of each cell need detailed schedules, plus information about the location of raw materials, tools and fixtures and other data.

Many companies are finding that the best way to do this is to put each cell on a network and to provide the information on a screen. ITT Sealectro is an example. Its factory near Portsmouth employs 350 making a variety of connectors for the electronics and communications industry.

The factory adopted cellular manufacture two years ago and has cut its overall manufacturing cycle from averages of 16 weeks to eight or less. The adoption of the ACIT network planning scheduling software co-developed in an Esprit project by EEC Technologies' offshoot Human Centred Systems enables members of the cell teams to optimise their workloads against resources to support reductions in lead times.

The provision of networked information to team-based cells like this shows perfectly how technology can multiply the benefits of cultural change. By itself, Sealectro's network would have made little difference. But it enhanced the cultural change that has transformed the factory's outlook.

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Over the last ten years, Lucas' business has changed from a high-volume, low-variety production to a low-volume high-variety cell type manufacturing. This meant an increase in the number of intelligent devices on the shop floor: machine tools, measuring machines, personal computers and so on. Accordingly, the volume of data transferred also increased.

To support this change, the company decided to investigate new networking technologies.

It was particularly keen to install multi-vendor systems.

It became obvious very quickly that the biggest hurdle to implementing open systems was the lack of suitably experienced people. So Lucas joined a collaborative project involving ICL, Leeds University's CIM Unit and British Aerospace. In 1988 the collaboration won funding from the Department of Trade and Industry.

The key project aim was to

'It is shorter lead times, better quality, and increased profits that matter'

identify the business benefits of open systems. Technical feasibility, although important, took second place. As Barry Clattock, OSi manager at Lucas, points out, it is shorter lead times, better quality, and increased profits that matter, not whether the company network runs Map protocols over a broadband cable.

Obviously though Mr Clattock's point is, the network has driven the project in too many implementations. Carl Clarke of Leeds' CIM Unit agrees: "The first step should be to define data flows. Although no one can be sure where data might be needed in the future, the analysis of what data is

flowing where helps quantify the problem." At the simplest level this could just serve to separate the information that must reach its destination immediately — control information — from information that may be allowed to take longer.

Various methodologies are around which help translate this analysis into recommendations about hardware and software. One is the structured system analysis and design methodology (SSADM). ICL is familiar with SSADM, so it was used for the Lucas project.

The tool does not matter. What counts is that the structure is rigorously applied to the data gathering and analysis tasks. Says Mr Whittington: "At each step (through the methodology) we examined the existing and proposed systems, modelling the data flows and predicting the amount of network traffic that would be generated by each individual system. This gave a clear picture of the deficiencies in existing networks with reference to future expansion and was essential in specifying a migration path for future hardware."

It is not part of the analysis to make a case for open systems. Even so, the business advantages of open systems are clear, according to research by BAE/CAM, systems in flight of British Aerospace. BAE/CAM

says that, once the general financial justification for a network has already been made in a company's general IT strategy, open systems present further identifiable cost savings in installation time, development costs, purchase of gateways and acceptance testing. In addition, cost savings could be expected in training, staffing and maintenance.

Technologically, there are still question marks against open systems. Although the Lucas system is up and running using broadband, using Map 3.0 and the manufacturing message service (MMS), there are still too many patches in the system to make it usable in a financially critical production line environment.

Recognising the limitations of open systems means OSI can be planned as future upgrades. Mr Clarke says: "Let the vendors take the strain and migrate with them."

Such a strategy is planned into the Lucas system. Originally, Top should have been used to connect Cad systems and office computers with a bridge to the May network.

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opened standard when this business switched.

Quite rightly, vendors have taken criticism over commitment to open systems. But Mr Clattock says attitudes are changing. "We have digital services and standardised gateways and are facilitated by what vendors are saying about OSI."

Mr Whittington and Mr Clattock, the most members of manufacturing's open systems community, are firm supporters of Map's OSI protocol.

Technically, MMS is the key to the open systems dream of multi-vendor working. It enables shop floor devices to communicate through a standard set of messages.

Welcome though this is, MMS has other less well realised business benefits. Because the MMS service used to communicate with intelligent devices are standardised, software writers to communicate with the devices can be reused.

This task is given to the support and maintenance problem is relieved because staff do not have to cope with a variety of languages and protocols and the chance of hiring staff directly trained increases.

MMS's importance extends beyond its association with Map. Says Mr Whittington: "Using MMS as a standard for information gathering makes future integration far simpler."

CASE NETWORK COMMUNICATIONS

Networking is big in financial services. Andrew Lawrence reports

The leading edge of technology

IN MOST developed economies, the financial sector is the biggest consumer of telecommunications services and of voice and data networking equipment. Retail and merchant banks, stockbrokers, insurance companies and building societies all rely heavily on networking technology. The use of automatic teller machines, building society passbooks and credit cards is every bit as dependent on efficient telecommunications networks as the highly computerised financial markets.

The use of local area networks (Lans) for local office computing has been coupled with growth in wide area data networking (Wans) between geographically separated locations.

Wans are confined to the largest institutions, with the spending power to invest in private networks of leased lines, but this has now spread throughout financial services. Even the smallest links in the chain, the independent financial intermediaries, use third party operated value added network services, which they dial up using personal computers, to exchange policy information and client details.

In spite of their many years of experience in running large computer centres and networks, however, financial services companies have not reached the point where they can regard telecommunications as a routine back-office function. The technology is continually developing, as are the line capacities, the tariffs and the regulatory environment. The effective use of all types of information technology, of which data networking is a dynamic part, is central to the business strategy of all financial institutions and in most companies is managed accordingly.

The difference between the financial sector companies and other business network users is largely one of degree: there is nothing unique in the equipment or services they require or the way they use it. However, financial companies are so heavily dependent on computer networking that they frequently require leading edge technology. In their different ways, the international banking networks such as Swift, many of the local area networks in use in the city, and banks' automatic teller

machines (ATMs) networks have all been projects of some magnitude involving the latest networking technology.

Many of the most impressive Lans can be seen in the City. An example is the new Lan, supplied by Case, the telecommunications company, which many firms share to share the same lines simultaneously and to make the best use of the available channels.

An essential feature of the network is that it must not fail. Because of this, it is "triangularised" so that the line between two sites goes down, the traffic can be routed via the third site. This happened earlier this year when workers accidentally dug up the cables between London and Brentwood.

Because Gilmores believes it is wise to use more than one network supplier, it is considering using Mercury microwave links between Brentwood and one of the London offices.

Already, outgoing calls are routed through the cheaper Mercury public service.

The retail finance sector is no less dependent on networks, and even smaller institutions are starting to invest heavily. An example is the Portsmouth Building Society which has just installed a new network to link its 20 branches to its head office in Portsmouth.

Mr Roger Spiers, Portsmouth building society communications manager, describes it as a large strategic investment which is in its fourth year for such a small building society. "We're using state of the art networking technology which will take us into the next century."

The building society, which manages its customer accounts on ICL minicomputers, is using British Telecom's X.25 package switching service (PSS), with data communication equipment supplied by Racal, to carry the traffic between the branch PCs and the head office computers. This means that private

lines are used between each of the branches and the central PSS node.

After this, PSS finds a fast, low cost route through the telecommunications network and through to the private links to Portsmouth.

According to Mr Spiers, network resilience is an important feature because key account information is all stored centrally for access from any branch.

One of the strengths of PSS is that it can always find alternative routes if there are line failures. If a private line to the branch should be cut, the branch computer will sense this and automatically establish a

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Mr Roger Spiers, Portsmouth building society communications manager, describes it as a large strategic investment which is in its fourth year for such a small building society. "We're using state of the art networking technology which will take us into the next century."

The building society, which manages its customer accounts on ICL minicomputers, is using British Telecom's X.25 package switching service (PSS), with data communication equipment supplied by Racal, to carry the traffic between the branch PCs and the head office computers. This means that private

lines are used between each of the branches and the central PSS node.

THEY IS a commonly held misconception that adherence to Open Systems Interconnection (OSI) allows different computer manufacturers' systems to talk to each other.

"OSI does not create such compatibility because ICL and IBM products, for example, are both OSI compliant but rely on totally different communications protocols - SNA and COB." You have to stand back and look at what the International Standards Organisation (ISO) is trying to achieve, because it is a horrendous task," said Mr John Earley, marketing manager at Jaguar Communications.

"OSI kit is being sold, sometimes under the illusion that it provides compatibility. It does not, but it will make it easier to do so in the future."

"ISO's X.25 model for OSI requires different computer processes. X.25 covers the first three layers. It gets the data across, but IBM X.25 does not necessarily connect to ICL X.25. IBM can be OSI compliant and still be proprietary," Mr Earley added. "It depends on the interpretation one puts on a standard."

X.25 allows use of one common telecommunications network instead of setting up separate "ones" for each manufacturer's equipment. The London Borough of Hackney for example uses ICL equipment in its housing

communications protocols mean creating systems compatibility is not easy, writes Boris Sedacca

Setting international guidelines is tough

department, and McDonnell Douglas equipment in the library.

All systems share the same private leased line network but not necessarily from ICL to McDonnell Douglas. Without X.25 the council would have had to build separate networks.

OSI has been pushed largely

by government and the public sector. The framework for OSI standards development was set out in the late 1970s. Several governments, including those of the UK, US, Europe and Japan, have selected subsets or profiles of the base standard tailored to specific sectoral applications and have requested conformance to these profiles in competitive tendering.

Legislation such as the European Community's directive by government and the public sector. The framework for OSI standards development was set out in the late 1970s. Several governments, including those of the UK, US, Europe and Japan, have selected subsets or profiles of the base standard tailored to specific sectoral applications and have requested conformance to these profiles in competitive tendering.

In Germany for example, there was an attempt to make an obligation to OSI to be embodied in law, worded as follows: "The Federal German Post Office shall ensure that

ISI 95, requiring conformance to OSI in all competitive IT tenders over £600,000 (US\$700,000) has put pressure on IT suppliers to conform to these profiles. As standards develop, the market becomes more complicated and the choices in the OSI scheme become more varied.

While standards are meant to eliminate unnecessary choice, some choice will always remain, and the way through these choices is still the functional standards or profile. In the UK, the Government OSI Profile (GOSIP) was laid down by the Central Computer and Telecommunications Agency (CCTA).

GOSIP is intended as a guide for civil servants communicating systems and to suppliers tendering for their contracts. But adherence to OSI standards is not applied evenly throughout the European Community.

In Germany for example, there was an attempt to make an obligation to OSI to be embodied in law, worded as follows: "The Federal German Post Office shall ensure that

the OSI standards drawn up jointly and voluntarily by interested companies and organizations are observed for the purpose of ensuring that the ability to communicate exists even at the service level."

This request has failed so far to achieve a majority. There is a degree of consent in Germany over the use of standards, but the question is how much or to what extent the process should rely on regulation or be left to market forces," said Mr Peter Paterna, member of the German Bundestag and chairman of the Committee on Postal Services and Telecommunications.

Speaking at the Open Systems Symposium for European Government sponsored by NCR in Berlin earlier this month, Mr Paterna said: "We should continue our efforts to get such obligations accepted both nationally and internationally."

Another speaker, Dr Dieter Koenig, head of development for new information architectures at the European Commission added: "Open systems is no

heaven because the responsibility for integration between a system's various building blocks is no longer with just one manufacturer.

"If there are stable, well-defined standards, then integration is easy. Otherwise it can be costly. This is where systems integrators will come

in."

According to the EC's Guide lines for an Informatics Architecture, the present lifespan of hardware is about five years. For software it is about 15 years and for information systems about 30 years.

At the same time, application software is migrating from central to local and personal computers. In order to safeguard the investment in applications, it is necessary to have a stable platform to build upon: the common application environment.

To support distributed processing as well, this platform should be kept the same for central, local and personal computers in order to keep the cost of skilled engineering down.

The operating system has a

key role here and must assure connectivity, portability and scalability in a fast moving technological environment.

The OSI model has been the basis for connectivity standards since 1980 and some progress has been made since then.

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Otherwise it can be costly. This is where systems integrators will come in."

For portability the Unix operating system is the de facto standard with increasing acceptance, but the Unix-based Portable Operating System Interface (Posix) only reached the de jure status for a subset in 1989.

X/Open specifications for a Common Applications Environment, supported by a sufficiently large number of computer and software vendors, have helped to close the gap. Connectivity and portability have too long been considered as unrelated standards activities.

Both need the operating system for implementation and therefore require a co-ordinated approach. Most of the communication software covering OSI layers 1 to 4 is now ready for packet switching data networks and local area

networks (LANs).

The use of an agreed, general purpose and truly open networking architecture to which all suppliers conform offers undoubted advantages.

In the mid-1980s, General Motors started its own programme to define a procurement strategy for factory automation systems based on OSI.

As standards develop, the market becomes more complicated

which was called the Manufacturing Automation Protocol (MAP).

The main benefit which was cited by GM for specifying MAP support was that it could build networked factory systems by mixing products which came from different vendors.

A couple of years later, Boeing Corporation introduced its Technical Office Protocol (TOP). TOP performed the same function as MAP in specifying

protocols tailored to a design office environment. Since then MAP and TOP have become linked and are now managed as co-ordinated specifications.

MAP is the most contentious, having become embroiled in the usual standards setting controversies. MAP holds out the promise of manufacturing integration through uniformity of information flow but being criticised because of the disagreement between its main sponsors: General Motors, IBM, Digital and Hewlett Packard.

When MAP release 3.0 was announced, the network vendors applauded but also stepped up the marketing of their existing, non-compatible networks. New more powerful computing platforms were introduced that tied the customers even more tightly to their proprietary networks. In versions prior to release 3.0, the MAP standard contained some proprietary components.

MAP also had a reputation for advancing fairly rapidly from release to release. But hardware manufacturers could hardly provide seamless compatibility if the meaning of compliance to MAP changed so frequently, and software vendors found that early versions of MAP left it to the manufacturers to decide how to communicate with their application programs.

PROFILE: Fibronics

Experiment stands test of time

FIBRONICS IS a company which believes it has moved ahead of the market in the application of fibre optics for computer networking and is riding a wave of demand for the new competing standard FDDI, or fibre distributed data interface.

It was set up more than 10 years ago by its parent, the Israeli company Eiron, in order to explore the potential of fibre optics in computers. Now Fibronics is widely spread around the world, employing some 450 people, is quoted on New York's over-the-counter market and has its headquarters in Massachusetts.

Much of its R&D and manufacturing remains in a high-technology industrial park just south of the port of Haifa, Israel. As it expands in mar-

kets around the globe, however, company executives like to stress its international nature.

The past two years have seen the original somewhat tentative move into fibre optics

local area networking and FDDI in particular. "The network," says Mr Moshe Levin, Fibronics' marketing head, "is the computer."

Fibronics took a decision to back FDDI in 1986, not long

after the standard was completed.

Although not yet completely defined formally, FDDI is emerging as a fast-growing choice for commercial and other institutions looking to improve and expand their computer networks. In large part thanks to the use of fibre optics, FDDI offers much greater distance, speed and reliability to the user than systems based on the main conventional-cabled Ethernet and Token Ring standards.

Fibronics firmly believes it is the standard for the 1990s and beyond and is currently the market leader in providing FDDI solutions. Mr Levin points to a recent announcement by Digital of a range of products compatible with FDDI as firm evidence of the establishment of the standard.

The range of installations completed by Fibronics now covers establishments as diverse as academic campuses and the complex network of on-course and off-course betting systems run by the Hong Kong Jockey Club. Fibronics aims to provide a wide range of applications, from bottom-up installation of FDDI "backbone" networks through to hybrid products which can bridge on to and adapt existing networks which require enhancement.

Customers this year include the headquarters of Shell's French operation and networks for British Airways and Scandinavian Airlines at, respectively, London's Heathrow and Stockholm's Arlanda airports. What each of these is seeking from an FDDI network is fas-

ter, more reliable interlinking of their numerous and varied workstations, often over growing physical distances.

As Fibronics watches other companies, which were not in so early on the FDDI act begin to catch up, it is looking to strengthen its position in specific niches to maintain its position. Recently it introduced

a new product called Work Station Communications Server which connects workstations directly to FDDI systems - and other older standards - at what Fibronics claims is much lower prices than previously available.

Fibronics began as a kind of experiment to test the future of fibre optics in computers. A

Hugh Carnegy

SALES SPEAK FROM AN AVERAGE PC DEALER

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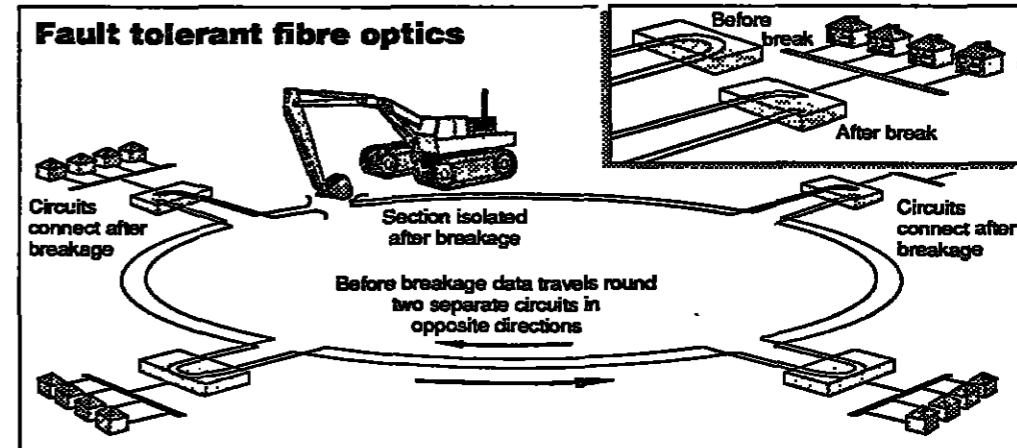
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COMPUTER NETWORKING 4



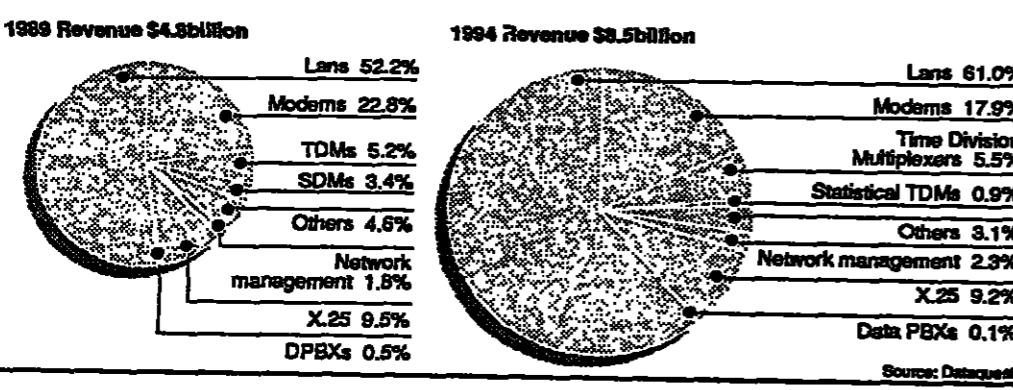
Dealers at the Stockholm Stock Exchange use a specially designed data network that ensures they all receive updated information at the same instant

The market for VANS, 1989

	Value Added Network Services
Scandinavia	\$150.4m
Italy	\$230.4m
United Kingdom	\$918.5m
France	\$655.5m
W Germany	\$427.8m
Rest of Europe	\$486.7m

Source: Frost and Sullivan

European datacommunications market



Source: Comshare

"It assumes all users are idiots."

Times Educational Supplement.

If you've ever been put off investing in a computer by complicated manuals and exotic terminology, the Olystar 20 from AEG Olympia is quite simply the answer to all your problems. The Times Educational Supplement reviewed it as being "one of those pleasantly uncomplicated machines".

It also referred to its manual, saying that, "it assumes all users are idiots - a positive boon in an age where most manuals assume you can drive a computer before you buy it".

Price-wise it also stands up to close scrutiny. For as little as £769 + VAT, you can have an IBM® compatible machine running at



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twice the speed of the original IBM PC; a more than healthy memory and data storage capacity, together with a large, high quality graphics monitor. All this finished to the exacting AEG Olympia quality standards, right down to the attractive robust metal cabinet. If you

age heterogeneous LANS," said Les Demond, 3Com executive vice president of product operations. "Recent research shows that almost a fifth of installed networks include both Ethernet and Token Ring networks in the same corporate environment."

The co-operation between the respective leaders in Ethernet and Token Ring products will help both their customers by supplying seamless and efficient cross-wide networks. "3Com's mission is to simplify the complexity of data networking for our customers," says Chris Anderson, UK and Ireland marketing manager. "Part of the approach is a standards-based, multi-vendor solution taking advantage of the best solution available."

"One of our new president's first tasks was to lay out 3Com's identity and purpose," said Mr Trowbridge. "3Com is a leading global, independent data networking company with emphasis on the issues of being independent. We think that is important because we add value when we are in a multi-vendor situation and tie things together."

3Com's energy is now being used to add value to market leading standards instead of being wasted on mindless competition. In networking, compatibility is king.

Paul Levin

Philip Manchester looks at Unix and OS/2

The multi-user system remains the mainstay

THERE are only two ways to distribute computer power in the business environment. One way is to connect lots of small computers to a central mainframe system in a network. The other is to attach "dumb" terminals to a powerful central computer and share its resources by using a special operating system.

A competitor, Novell, continues

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COMPUTER NETWORKING 5

Companies plan more aggressive marketing

Promising service is little understood

OF ALL the computer networking technologies in use today, none has offered so much and delivered so little as the Integrated Services Digital Network (ISDN).

Research has shown that business awareness of ISDN is low, the technology is little understood and it is used still less than proponents of ISDN argue that it is a vitally important telecommunications development which could revolutionise the personal computer in terms of the way it links to business.

The ISDN service first introduced in some form in the UK in 1985 is available but little understood in place of the traditional telephone switch at the public telephone exchange.

The subscriber is provided with a choice of digitally switched circuits which operate at vastly higher speeds than existing telephone connections. This digital line can then be used for both data and voice services.

Two types of service are now available in the UK: a primary rate service, offered by both British Telecom and Mercury, and ISDN, up to high speed digital lines and is mainly used to link private telephone exchanges to the public network.

The prospects of ISDN lie in its several advantages over rival methods of computer communication. Until ISDN became available users had a choice of using slow dial-up modems to link back into the public switched network, or of leasing lines, a considerable expense, to establish direct high-speed, reliable point-to-point connections.

Although ISDN is in fact as a private system, it is the only reliable option for high-speed, direct connections over the public network. "The key to ISDN lies in its flexibility and cost," says Mr Luke Broome, product manager of Mercury's ISDN primary rate service.

The ability to mix data and voice on the same network is a key attraction of ISDN. It means that separate computer and voice networks can be effectively merged both within and between organisations.

Wide-area computer-to-computer links can be established at the touch of a few buttons.

However, even the staunchest proponents of ISDN are concerned that so few companies have shown any interest in ISDN-based data networking. Mercury, with the equivalent of 60,000 telephone connections installed, has about half the UK market for primary rate ISDN connections. But Mr Broome admits that almost all of these lines are simple voice connections between private telephone exchanges to the public network.

Hopes that ISDN would make a big dent in the corporate networking sector are beginning to fade. "Our view is that it is going to be a niche market," says Mr Tony Richards of Com, a leading UK sup-

plier of telecommunications equipment.

Most corporate computer users already have high-capacity wide area network connections using circuits leased from either BT or Mercury, and the trend is towards using higher speed connections, not slower ones. "ISDN is too slow. All the impetus is towards faster networks," says Mr Richards.

He believes that the B-ISDN,

the ability to mix data and voice on the same network is a key attraction.

A high-capacity service being developed under the wing of the European Commission, may be of more interest in the long-term, even though this will involve the laying of new broadband cables to replace existing telephone lines. Other alternatives, such as high speed packet switching services, may diminish the importance of ISDN in corporate networking still further.

The prospects for the basic rate ISDN service appear to be much brighter. But the UK has fallen a long way behind France and Germany in implementing and selling the service. The reasons are not technical, but commercial. "It is purely marketing. ISDN must be sold as a tool of an application," says Mr Richards.

According to the Cambridge research company Analysys, BT has concentrated too much

The European market for ISDN, 1988

Investment in preparation for ISDN (\$m)	
Countries in Southern Europe	0.3
ISDN-specific investment (\$m)	642
Countries in Central & N Europe	0.3
Scandinavia	1,066
Benelux	2.3
United Kingdom	1.9
Italy	2.5
W Germany	5.3
France	23.0
	4,610
	16.7
	4,088

Source: Frost and Sullivan

customers to ask what it can do for them, but France Telecom and the Bundespost have. They sell applications, not a service," says Mario Dewarage, a senior consultant with the NCC.

The potential applications of basic rate ISDN are many and exciting and, because its entry cost is low compared with expensive leased lines, it should democratise high-speed wide area networking and bring it within the reach of even the smallest firms.

Among the applications either possible today or envisaged for the near future are high speed Group Four facsimile, videoconferencing, direct computer access to text, image and graphics databases and integrated voice and data working.

In addition, the digital connections are of such good quality that they could be used to drive a hi-fi system.

Part of the reason why take-up is lower in the UK is price. In the UK, BT is determined to make profits from ISDN, while the French and German PTTs have concentrated on building up a user base.

In the UK, a basic rate ISDN connection is £400 and the quarterly rental is £34. In Germany, it is the same as a normal telephone service, DM130 (about 245 per quarter) and DM74 (225 per quarter).

Most telecommunications analysts believe the UK market for ISDN must eventually take

off because ultimately it will be no more expensive for BT to provide than a normal telephone connection.

At the moment, however, customers and equipment and service suppliers appear willing to hide their time. "It has not taken off in the way that everyone thought it would a few years ago.

There are virtually no products available and I have never come across a user," said Mr Peter Richardson, a senior consultant with Legg Mason.

According to the Cambridge research company Analysys, BT has concentrated too much

on developing the market to share the same telephone line by allowing each one time slot. A T1 multiplexer works on digital circuits.

Timeplex was formed in New Jersey in 1969 and through the 1970s, steered itself to leadership in the market for time division multiplexers capturing 40 per cent.

In the late 1970s, microprocessor-based statistical multiplexers were introduced. These allow time slots to be dedicated to those terminals which are most active.

"Our differentiation is that we sold networking products rather than point-to-point, and we did well in that market," said Mr Bryan Gray, vice-president of Timeplex International.

The acquisition of Timeplex by Unisys formally took place in January 1988 in a share exchange deal worth over \$300 million for Timeplex's 10 million shares. Unisys shares were trading at \$31 at the time, compared to a pre-announcement price of \$25.75 for Timeplex.

Timeplex became part of a new Unisys Networks subsidiary, but continued operating as an autonomous entity.

"That was important because Timeplex supplies networks into a multi-vendor environment, and customers did not want us to be particularly aligned to any manufacturer," Mr Gray added.

Since then, Unisys Networks has been wound up and something called the Communications Networking Group put in its place. In terms of the market, the group does not really exist.

The president of Timeplex, Mr Dewarage, says: "Our view is that the market for ISDN is a niche market" and Mr Tony Richards of Com, a leading UK sup-

plier of telecommunications equipment.

Notes makes it possible to assemble documents from many sources. A message may contain a spreadsheet expert, graphics, a scanned in image, other small correspondence or text prepared with Notes own editor. With Notes a form soliciting information can be circulated and then a graphic distributed summarising the results of the poll.

Notes has access to information stored in company databases and allows rational viewing of the information. In addition, Notes can disseminate information gleaned from a newswire service in an orderly, categorised manner.

The next step in group computing is the addition of electronic mail.

Email can work company-wide even to far flung international divisions. Messages can be forwarded, stored for future reference or printed. In some email systems, a confirmation can be sent to the originator when the recipient has picked up his or her mail.

Email systems are credited with decreasing the circulation of paper in an organisation, allowing more timely decision making and eliminating "telephone tag".

Email is often integrated with other office tasks in popular software applications that are being called "groupware" to emphasise their workplace orientation.

WordPerfect Office, from the sellers of the leading word processing package, offers, in addition to email and the other utilities, a planning facility that can co-ordinate the diaries of individuals and resources such as conference rooms or overhead projectors.

Notes is unlike most PC software and other Lotus products in particular in that it does not come off the shelf ready to do a particular job.

Every application must be

developed with reference to the specific requirements of the implementing organisation.

Notes is a new concept and requires specialised support.

Mr Paul Bailey, managing director of Lotus Development (UK) says: "Notes will be sold direct from Lotus. We are forming a specialist sales group whose focus will be on providing consultancy and support in the development of Notes applications."

Price Waterhouse has already bought 10,000 copies for use in its worldwide accounting, auditing and management consulting services.

Paul Lavin

NICHE LEADERS do not remain niche leaders for long these days without being swallowed up. But Timeplex, king of the T1 market, has remained Timeplex without deference to the company which bought it, Unisys. Timeplex holds 21.6 per cent of the worldwide T1 multiplexer market.

Its nearest rivals are Networking Equipment Technologies with 14 per cent, Newbridge with 12 per cent, and Stratacom with 6 per cent.

A multiplexer allows a number of computer terminals to share the same telephone line by allowing each one time slot.

A T1 multiplexer works on

digital circuits.

Timeplex continues to have

its own separate sales, market-

ing, engineering, manufac-

turing, administration and facil-

ties throughout the world.

With 1,500 employees world-

wide and a network of distribu-

tors active in 50 countries,

Timeplex has now grown into a

\$150 million company.

The company's operations

are divided between North

America and the UK since 1987,

which now accounts for over

half of Timeplex's revenues.

The main driving force

behind the Timeplex move into

the T1 market was the carriers

they are not tariffed.

The US T3 service is a 45

megabit transmission facility,

while in Europe's E3 is a 24

megabit service.

T3/E3 has leapfrogged the slower T2/E2

service largely as a result of

the US tariff structure which

makes T2 unattractive relative to T3.

Recent research has placed

the European E1 market this

year on a par with the US T1,

and predicts Europe overtaking

the US next year, partly

because of the growth of the

US T3 market at the expense of

T1. In September 1988, Timeplex

acquired Broadband Tele-

systems from Unisys to give it

access into entry level T3 net-

working equipment. Network-

ing Equipment Technologies is

the only other main indepen-

dent T1 supplier to also offer

ISDN.

The T1/E1 market is cur-

rently in the doldrums, but in

August, Timeplex nevertheless

reported a first half revenue

increase of over 20 per cent.

More recently this Septem-

ber, another company called

Doelz was acquired. Doelz

offers niche products primarily

for the US telecoms market,

particularly packet switching

statistical multiplexers for

analogue circuits.

Over the past two to three

years, about 60 per cent of

Doelz's production was distribu-

ted by Unisys. "What we

chiefly acquired Doelz for was

its development in high speed

packet switching technology,

which is not to be confused

with X25 packet switching,"

Mr Gray says.

"What it provides is the abil-

ity to move data quickly and

efficiently between locations,

and the ability to switch the

destination of that data within

the network."

According to Mr Osman, Timeplex's president, continuing

growth for the company

will come from new products

that reflect new traffic pat-

terns. For the future, Timeplex

has committed itself to new

COMPUTER NETWORKING 6

The check-out till isn't what it used to be, says Philip Manchester

Microchip marketing

COMPUTER networking has changed retailing beyond recognition in the last decade. Computerised checkout tills, linked to "back office" computers via networks, have opened a range of possibilities for retailers. They have changed everything from the way shoppers pay for goods to the levels of stock held on shelves.

There is every reason to believe that this trend will continue, with the promise of networked computers being used in front-line marketing to allow retailers to gain a competitive edge.

Computerised catalogues at the point of sale and other services to help shoppers make buying decisions are being talked about by some retailers. Direct links between retail point-of-sale systems and supplier systems, to improve order processing, are also beginning to emerge.

"Retail by definition is distribution, so you must have networking to get it to work," says Humphrey Walker, a retailing specialist at UK computer manufacturer ICL.

There are, of course, several levels of computer networking in the retail industry. At the top end, large retailers such as Sainsbury and Marks & Spencer have gone to the expense of setting up their own private "fixed-link" networks to connect their many branches to a central head office computer.

Other systems use the standard telephone network and a networking technology called packet-switching to connect

branch tills with central computers. At the low end, a small retailer might have three or four personal computers attached to each other using a local area network technology like Ethernet and a "gateway" to the telephone network.

Most current systems, in medium to large retail operations, accumulate data at the point-of-sale till during the day, and send it over the network to a "back-office" computer overnight to update the stock position and perform accounting functions. Some systems also provide facilities to "download" data such as price lists and warehouse stock positions to local microcomputers or large PCs. More advanced systems also allow updates and inquiries to take place during the day.

A common thread running through all systems in the 1990s, however, is the move towards standard hardware and software. These "open systems", allowing retailers to mix-and-match systems, in addition to paving the way to links with suppliers.

"In the early days of retail networks, we had fairly clever but inflexible systems based on proprietary hardware," explains Bob Hance, retail product manager at the Olivetti.

"Nowadays, however, the trend towards systems using PC technology linked together locally with standard networking systems like Ethernet and Token-Ring and using the standard wide area protocols –

such as X.25 packet switching.

"The ideal thing about PCs for a lot of large retailers is that they can adopt an open systems approach. RAC and Tesco have gone this route and it allows them to exchange data with back-office systems from different manufacturers for accounting and stock control," he goes on.

ICL's Mr Walker notes, however, that retailers are also looking for tried and tested technology because they cannot afford to be pioneers – in spite of increased pressure on their systems: "The amount of data being gathered at the till is increasing, and the time to get it sorted out is shrinking as shops stay open for longer. This is particularly true in food retailing where the cycle gets tighter and tighter," he says.

The key to successful retail networks, as in most computer systems, is the choice of software to control the network. Again standards have emerged which give retailers greater choice in hardware. "Retailers can find themselves in a minefield because there are so many types of networking available," says Richard Cook, managing director of Arnel, a UK company specialising in installation of retail systems based on Japanese manufacturer Mitsubishi equipment.

"The market is moving towards standard PC MS/DOS-based systems with Novell networking software. Novell has become the top dog in local area networking and most people want know first off whether the equipment is Novell compatible," Mr Cook adds. "It is a very good solution if it is installed properly.

"Putting a network together is a bit like a jigsaw puzzle. But if it is planned well, it is possible to build a flexible system which can be expanded to meet changing needs in the business."

One area where many retailers see potential for expansion is in payment authorisation. The increased use of credit cards for making payments has put pressure on retailers to install authorisation systems and even funds transfer systems. Such systems require much greater traffic over the network than that required for traditional retail systems. They also rely on co-operation between retailers and banks – which has been lacking in the UK.

In 1988 there were plans to introduce a nationwide electronic funds transfer point-of-sale system called EFTPOS UK, which would have prepared the groundwork for a comprehensive network. Rivalry between banks, however, caused the scheme to be abandoned.

In spite of the failure of EFTPOS UK, there is still great interest in advanced technology among retailers. Some areas of the retail market have already moved forward. The so-called "white goods" market (refrigerators, washing machines, etc) is using advanced networks to reduce



The new look of retailing: a checkout operation at Sainsbury's where information is collected via the latest networking systems

stock positions and provide service to customers.

The Early Learning Centre, a successful UK high-street retailer, is even using satellite technology to connect its chain of US outlets to its central ICL mainframe computer in Swindon in the UK. Promised new networking services like integrated switch digital networks (ISDN) – which will enable data to be transmitted quicker and more easily – also hold plenty of scope for further

strides forward in retail networks.

Retailers are great exploiters of the technology and they will squeeze it till it hurts. Their everyday business depends on making the technology work for them, says Mr Walker. Networking and retailing go well together and as the technology improves, the opportunities for retailers to expand it in new ways will continue to change the face of shopping.

PROFILE: Netwise

Set to become a top 'plumber'

IBM networks at application level.

Bill Jacobs, Netwise director of products marketing says: "This extends IBM's System Application Architecture (SAA) to other environments." SAA is IBM's blueprint for future networked applications based on its three main computer ranges: the S/390 mainframe, the AS/400 midrange and the PS/2 personal computer.

Applications like electronic mail, or those that are based on transaction processing and database management, rely on network control software as their foundation.

In addition to controlling the network and its resources, this software is expected to look after the complex problems of moving data and processes around a network.

The trend towards networks of computers from different manufacturers with incompatible software poses a special challenge to network software developers. One of the techniques developed to meet this challenge is the concept of the remote procedure call (RPC).

This is a mechanism designed to allow computers of different types and with different software environments to talk to each other at a very high level.

RPC technology lets one computer start a program in another computer on the network. A simple application would, for example, let a personal computer send a document to another computer and ask it to print it out.

A more complex one would involve, say, an Apple Macintosh starting a transaction processing session on a mainframe.

Netwise, a US software developer based in Boulder, Colorado, took on the challenge of building an RPC technology which can accommodate a wide range of computer types and operating environments.

In August 1990, it added IBM's important S/390 mainframe environment to the range of systems which it supports. The announcement was significant since it solves the problem of connecting different manufacturers' computers to

The industry is made of "plumber" and application developers'

with backing from a number of partners, including Xerox and American, to address this problem.

It has taken the International Standards Organisation (ISO) standard for RPC and turned it into an important software product which has been endorsed by many manufacturers and software developers – among them Sun Microsystems, Wang, Ashton-Tate, Lotus, Oracle, and Novell.

Mr Jacobs sees the software industry as being made of "plumber", who build infrastructural systems software, and "application developers", who sit on top of this foundation. "We are in the first group with our focus on developers of applications software... both within user organisations and among product developers. We write the software for the developer, which does all the infrastructure junk," he says.

Netwise's international division, in 1989, has distributors in the UK, West Germany, and the Netherlands, and has marketing agreements with Data General, GigaBull, NCR, Prime, Unisys and Wang.

It looks set to become one of the most influential software "plumbers" of the 1990s.

Philip Manchester

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